

2018–2019  
ANNUAL  
REPORT

## Communication objective

This annual report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2018–19. It has been prepared in accordance with the *Financial Accountability Act 2009*.

The report records the significant achievements against the strategies and services detailed in the Department of the Premier and Cabinet's *2018–22 Strategic Plan* and the Office of the Queensland Parliamentary Counsel's *2018–2022 Strategic Plan* and the *2018–19 Service Delivery Statement*.

This report has been prepared for the Premier to submit to Parliament. It has also been prepared to meet the needs of stakeholders including the Commonwealth and local governments, industry and business associations, community groups, staff and individuals.

Copies of this publication can be obtained at [www.premiers.qld.gov.au/publications](http://www.premiers.qld.gov.au/publications) or by phoning 3003 9061.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this report, you can access the Translating and Interpreting Services via [www.qld.gov.au/languages](http://www.qld.gov.au/languages) or by phoning 13 14 50.

Readers are invited to comment on this report at [www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback)

## Image credits

Page 21  
Property of the Department of the Premier and Cabinet

Page 22  
Property of the Department of the Premier and Cabinet

Page 30  
Property of the Department of the Premier and Cabinet

## Copyright

© The State of Queensland  
(Department of the Premier and Cabinet) 2019.  
Published by the Queensland Government, September 2019.  
1 William Street, Brisbane Qld 4000.

## Licence



This annual report is licensed by the State of Queensland (Department of the Premier and Cabinet) under a Creative Commons Attribution (CC BY) 4.0 International licence.

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland, Department of the Premier and Cabinet. To view a copy of this licence, visit [creativecommons.org/licenses/by/4.0](http://creativecommons.org/licenses/by/4.0)

Content from this annual report should be attributed as the State of Queensland (Department of the Premier and Cabinet) Annual Report 2018–19.

Copies of this publication can be obtained at [www.premiers.qld.gov.au/publications](http://www.premiers.qld.gov.au/publications) or by phoning 3003 9061.

ISSN 1447-4409

# Contents

<b>About the department</b>	3
<b>Director-General's report</b>	6
<b>Government's objectives for the community</b>	7
<b>Policy Advice and Coordination, and Cabinet Support</b>	8
<b>Strategy and Engagement</b>	14
<b>Government Services</b>	19
<b>Office of the Queensland Parliamentary Counsel</b>	23
<b>Our people</b>	28
<b>Corporate support functions</b>	31
<b>Financial summary 2018–19</b>	39
<b>Financial statements 2018–19</b>	42
<b>Our leaders</b>	89
<b>Statutory reports</b>	93
<b>Boards and committees</b>	95
<b>Glossary of terms</b>	103
<b>Compliance checklist</b>	104

26 September 2019

The Honourable Anastacia Palaszczuk MP  
Premier of Queensland and Minister for Trade  
1 William Street  
Brisbane QLD 4000

Dear Premier

We are pleased to submit for presentation to the Parliament the Annual Report 2018–19 and financial statements for the Department of the Premier and Cabinet.

We certify that this annual report complies with the:

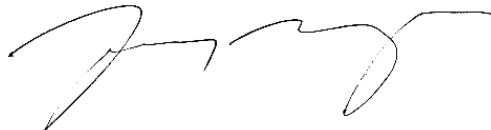
- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- *Legislative Standards Act 1992*, and
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found on page 104 of this annual report.

Yours sincerely



**Dave Stewart**  
Director-General



**A D Keyes**  
Parliamentary Counsel

## About the department

The Department of the Premier and Cabinet (DPC) is the lead agency of the Queensland Government.

DPC is a responsive, effective and accountable agency that serves the Premier and Cabinet and the people of Queensland. Our vision is to make a positive difference for Queenslanders now and in the future.

We work with our stakeholders across government, leading the policy engagement and development process to drive and steward solutions. We provide objective and balanced advice, while leveraging external expertise from industry and feedback from the community.

Pursuing the best strategic advantage for the state in national and international forums, we seek to ensure Queensland can capitalise on existing and emerging relationships and opportunities, so Queensland is prepared for the challenges of the future.

We ensure a robust system of government in our support for the Premier and Cabinet and we work to develop and empower our workforce so we can provide the highest level of public service.

DPC contributes to the government's objectives for the community — *Our Future State: Advancing Queensland's Priorities* — working collaboratively in coordination, communication, monitoring and reporting roles.

DPC also contributes directly to policy initiatives to deliver on each of the government priorities — Create jobs in a strong economy; Give all our children a great start; Keep Queenslanders healthy; Keep communities safe; Protect the Great Barrier Reef; and Be a responsive government.

With a population now well over 5 million, Queensland is one of Australia's most rapidly growing states and DPC is focused on anticipating and responding to local and global change effecting Queensland so we can maintain our competitiveness to meet future challenges. We work to fulfil Queenslanders' expectations of government engaging with communities across the state, achieving informed, timely and effective outcomes for Queenslanders regardless of where they live.

DPC works in an often complex and contestable environment. Each year, we measure our success as part of our ongoing commitment to continuous improvement. We set our customer satisfaction targets high at 85 per cent across our service areas and are focused on continuing to provide valuable and effective public service. Further information on results relating to our specific services are included throughout the report.

# Strategic Plan 2018–22

The department's performance against the *Strategic Plan 2018–22* is addressed in the following sections of the annual report: Policy Advice and Coordination, and Cabinet Support; Strategy and Engagement; Government Services; and Our people.

**Innovative, effective policy**

**Lead the policy development process across government, ensuring effective outcomes for Queenslanders.**

- Our clients are satisfied with our engagement in the policy development process and with support provided by Cabinet Services.
- Lead the development of forward-thinking, high-quality and integrated policy in collaboration with our stakeholders across government.
- Coordinate the Government Cabinet program.
- Provide advice and support on whole-of-government performance management and reporting, and monitor and report on the government's priorities and commitments.

**Strategic advantage for Queensland**

**Inform the strategic direction of government.**

- Our clients are satisfied with strategic advice and support provided by Strategy and Engagement.
- Lead future-focused strategy and policy development to support the delivery of the government's priorities.
- Advocate Queensland's strategic interests and positions in intergovernmental and international forums.
- Coordinate and provide strategic advice for the Premier's official overseas visits and functions.
- Lead the planning and delivery of whole-of-government strategic communications and events, including stakeholder and community engagement programs.

**Strong, accountable government**

**Ensure a strong system of government.**

- Our clients are satisfied with Government Services' support and advice.
- Coordinate the Executive Council program and provide constitutional support to the Governor.
- Lead policy and operational advice on Government boards, executive government, constitutional and machinery of government matters.
- Provide corporate services to ministerial and opposition offices.

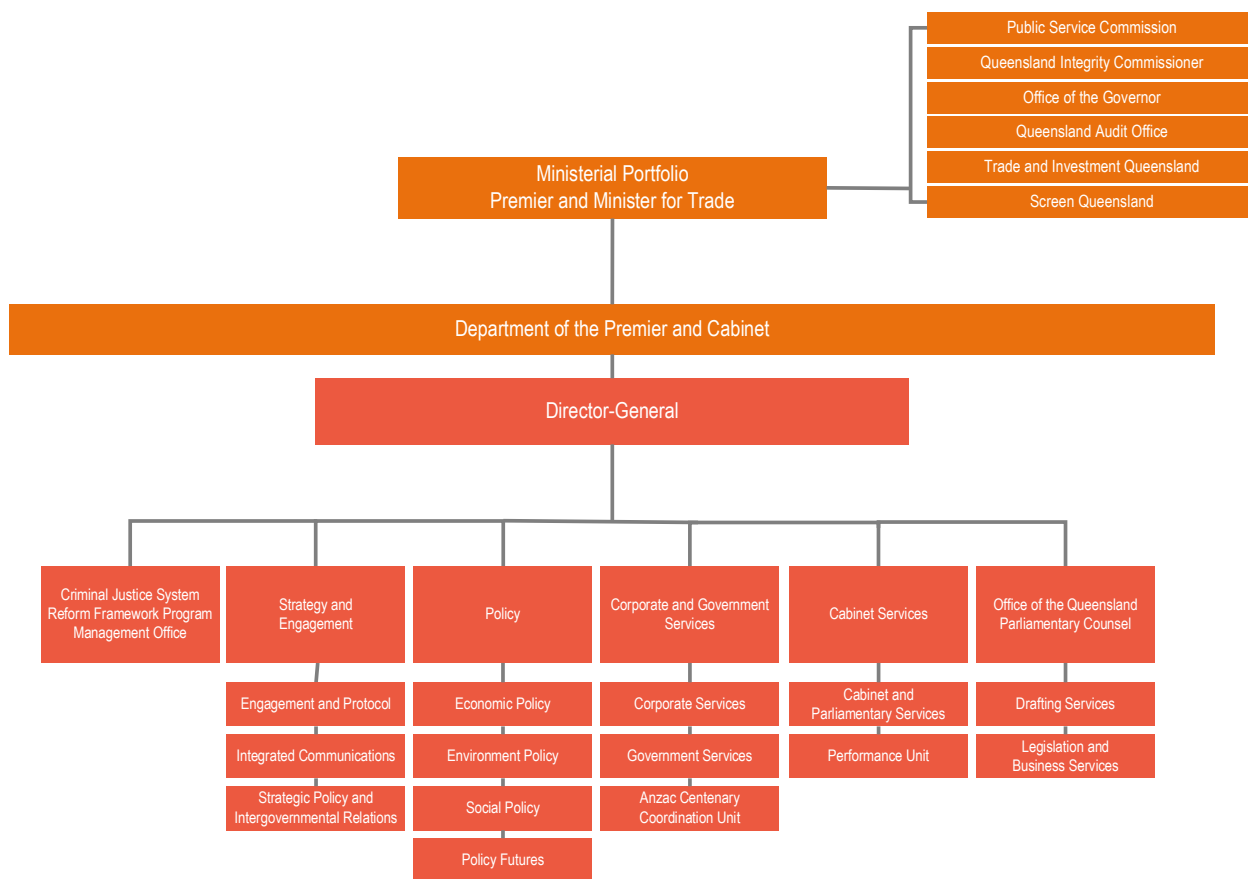
**A high-performing workforce**

**Maintain a high performing and responsive workforce.**

- Our employees are positive about their job empowerment, and the department's organisational innovation, leadership and engagement.
- Empower our people to perform to their highest level.
- Foster a culture that inspires our people to collaborate, lead and act to enhance their impact in our organisation.
- Provide efficient and effective business processes and systems.
- Demonstrate effective fiscal management to align services and outcomes to government priorities.
- Deliver strong governance and risk management.

➤ The DPC *Strategic Plan 2018-22* is available at [www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx](http://www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx)

# Organisational structure



DPC primarily operates out of 1 William Street, Brisbane and delivers its services through the structure outlined in the organisational chart. In 2018–19 the department opened four new regional offices in addition to the existing Townsville office. DPC’s regional offices are located at:

- **Cairns Office:** Level 4, 5B Sheridan Street, William McCormack Place, Cairns
- **Townsville Office:** Ground Floor, 445 Flinders Street, Townsville
- **Mackay Office:** Level 4, 44 Nelson Street, Mackay
- **Toowoomba Office:** Level 1, 203 Tor Street, Wilsonton Heights, Toowoomba
- **Longreach Office:** Ground Floor, 10357 Landsborough Highway, Longreach.

## Other entities in the Premier’s portfolio

The Premier’s ministerial portfolio also includes the Public Service Commission, Queensland Integrity Commissioner, Office of the Governor, the Queensland Audit Office, Screen Queensland and Trade and Investment Queensland. For further information, please refer to each agency’s annual report. For Screen Queensland, refer to their tabled Financial Statements.

## Director-General's report

In 2018–19, the Department of the Premier and Cabinet focused on making a positive difference for Queenslanders now and in the future.

The department supported the Premier, Cabinet and the people of Queensland, working collaboratively across government, industry and the community to advance Queensland's economic and social prosperity.

The department led the implementation of the government's objectives for the community — *Our Future State: Advancing Queensland's Priorities*. This included governance oversight and collaboration with lead agencies across the Queensland Government for the six priorities — Create jobs in a strong economy; Give all our children a great start; Keep Queenslanders healthy; Keep communities safe; Protect the Great Barrier Reef; and Be a responsive government.

Tackling key social issues, the department delivered statewide awareness and advertising campaigns to address domestic and family violence and impacts of ice and supported the Anti-Cyberbullying Taskforce to complete its report in October 2018 with the first progress report made in April 2019.

In August 2018, DPC introduced a dedicated Criminal Justice System Reform Framework Program Management Office to focus on increased community safety across the state and reduce demand on the criminal justice system.

Anticipating and responding to global challenges we continued to provide policy support and advice to grow and diversify our economy, advancing the government's clean energy objectives to stimulate renewable, reliable and low-cost energy supply and support industry growth across the state. In May 2019 the new \$19 million *Queensland Hydrogen Industry Strategy 2019–2024* was released.

This year saw unprecedented weather events across the state and Queensland's expertise in disaster management, recovery and mitigation came to the fore. I am proud that our world-class expertise has been recognised by the United Nations with the announcement that Brisbane will host the

2020 Asia Pacific Ministerial Conference on Disaster Risk Reduction.

We also established four new regional offices in Cairns, Mackay, Toowoomba and Longreach in 2018–19, complementing our existing Townsville presence to ensure we continue to connect to achieve informed, timely and effective outcomes for Queenslanders, regardless of where they live.

In October 2018 the new Parliamentary Counsel, Tony Keyes, was appointed with a vision for the Office of the Queensland Parliamentary Counsel to continue to ensure the Queensland statute book is of the highest standard and to maximise online accessibility by members of the public to Queensland laws. A highlight in February 2019 was when Queensland's historic *Human Rights Bill 2018* became law.

November heralded the culmination of the Anzac Centenary celebrations including the Promise to Pause advertising campaign. This was launched to encourage Queenslanders to build a legacy of stopping for one minute's silence at 11am on Remembrance Day, to honour those Queenslanders who have died or served in conflict. As part of a statewide program of activities, the Anzac Legacy Gallery was officially opened to the public on 10 November 2018 with great celebration.

While a lot has been achieved in 2018–19, there is always more to accomplish. I would like to especially thank Rachel Hunter who expertly led the department during my leave from February to August 2019.

I also thank the dedicated, hard-working staff in DPC and look forward to continuing to work together to make a positive difference for all Queenslanders.



Dave Stewart  
**Director-General**  
Department of the Premier and Cabinet



# Government's objectives for the community

DPC has led the whole-of-government implementation of *Our Future State: Advancing Queensland's Priorities*.

Released in June 2018, *Our Future State: Advancing Queensland's Priorities* fulfils the requirement of the *Financial Accountability Act 2009* to prepare and publish a 'Statement of objectives for the Community' and was reflected in the *2018–19 State Budget*. The *Advancing Queensland's Priorities* are to:



The priorities focus on the tough challenges facing our state that require complex and innovative solutions. There are 13 priority targets identified to support the six priorities.

DPC has led the whole-of-government implementation of priorities and has overseen and coordinated a collaborative governance model underpinning their delivery, as well as a range of communication, monitoring and reporting processes. The department works collaboratively with Deputy Director-General groups and Ministerial groups for each of the six priorities.

The department also directly contributes to the delivery of the government priorities. It has led work to integrate and coordinate activities across the six priorities and monitor the implementation of actions that will support the delivery of the priority targets.

DPC has also played a key communication role ensuring Queenslanders can see the progress the government is making on the priorities and its targets through the website [www.ourfuture.qld.gov.au](http://www.ourfuture.qld.gov.au)

Further detail about how DPC delivered on the government priorities is included throughout this report.

## Policy Advice and Coordination, and Cabinet Support

Policy Division provides detailed briefings and advice to the Premier on social, economic and environment policy, from design and development through to coordination and implementation. Cabinet Services supports Cabinet and Cabinet Committee processes and whole-of-government performance management and reporting.

Policy Advice and Coordination, and Cabinet Support leads the public sector to achieve strong policy outcomes for the government and provides advice and support to the Premier and Cabinet.

### Key achievements 2018–19

- Delivered the Cabinet, Cabinet Committee and Parliamentary legislative agenda and processes, Governing from the Regions program, and provided advice and support to the Premier and Cabinet.
- Supported, coordinated and contributed to the delivery of the government's objectives for the community *Our Future State: Advancing Queensland's Priorities*.
- Coordinated the monitoring and reporting of government priorities and election commitments and continued to provide advice and support to agencies on whole-of-government performance management and reporting.
- Coordinated policies to diversify Queensland's economy by facilitating investment and encouraging innovation.
- Supported the delivery of reliable and low-cost energy supply to encourage industry growth and ease cost of living pressures for Queensland's communities.
- Contributed to the development of FibreCo Queensland, a new state-owned entity jointly operated by Powerlink Queensland and Energy Queensland, to improve access to digital connectivity for regional Queenslanders.
- Contributed to the establishment of CleanCo, the government's new, publicly-owned, clean energy generator and continued to contribute to the development of Queensland's renewable energy policy initiatives.
- Supported policy settings for the growth of a productive and prosperous food and fibre sector that will generate long-term jobs, underpinning the economies of our regional and rural communities.
- Supported the ongoing development of Queensland's resources industries including the measures to manage environmental impacts and facilitate community coexistence.
- Responded to the challenges of climate change including growing Queensland's resource recovery, recycling and waste industry.
- Continued support for the protection of the environment and ongoing involvement in initiatives to protect and manage the Great Barrier Reef including strategic support for the delivery of the *Reef 2050 Long-Term Sustainability Plan*.
- Improved climate resilience for Queensland's agriculture, industry and urban communities by supporting effective bulk water infrastructure planning.
- Supported the review of Queensland's native timber production policy and progress of ongoing reforms under the *Queensland Sustainable Fisheries Strategy 2017–2027*.
- Contributed to the development of the 10-year roadmap for the arts, cultural and creative sector in order to grow a vibrant and sustainable arts, cultural and creative sector in Queensland.
- Coordinated Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Committee.

- Provided secretariat support for the Anti-Cyberbullying Taskforce to successfully deliver the Taskforce report, *Adjust our settings: A community approach to address cyberbullying among young people in Queensland*. Also provided support to the Anti-Cyberbullying Advisory Committee in providing advice on the implementation of recommendations of the Taskforce report.
- Coordinated and provided leadership in implementing the recommendations from the Anti-Cyberbullying Taskforce Report, *Adjust our settings: A community approach to address cyberbullying among young people in Queensland*.
- Coordinated and provided leadership on the implementation of the *Domestic and Family Violence Prevention Strategy 2016–2026*, including the ongoing operation of the Domestic and Family Violence Implementation Council.
- Continued to oversee the independent evaluation of initiatives to tackle alcohol-related violence.
- Coordinated and provided leadership in the development of the historic \$332.5 million Youth Justice Package.
- Supported the delivery of initiatives including:
  - enhancing the transparency and accountability of local governments in Queensland through implementing the integrity reforms agreed in the government response to the Crime and Corruption Commission report *Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government*, and to the *A fair, effective and efficient framework* report by the independent Councillor Complaints Review Panel
  - coordinating various advisory councils and taskforces providing an opportunity for community leaders to work with the Queensland Government to help shape policy and initiatives
  - the independent Townsville Community Champion and community driven solutions to address youth crime in Townsville; and assisted in the community engagement process.

## Our performance

The following service standards in DPC's Service Delivery Statements were used by the department and the government to assess overall performance of the Policy Advice and Coordination, and Cabinet Support service areas.

Department of the Premier and Cabinet Service area: Policy Advice and Coordination, and Cabinet Support	Notes	2018–19 Target/Est.	2018–19 Actual
Service: Policy advice and coordination			
Service standards			
<i>Effectiveness measure</i>			
Client satisfaction with DPC engagement with the policy development process	1,2	85%	74%
<i>Efficiency measure</i>			
Total cost per hour of policy advice and development output	3	\$145/hour	\$135/hour
Service: Cabinet support			
Service standards			
<i>Effectiveness measures</i>			
Client satisfaction with support provided by Cabinet Services	1	85%	84%
Client satisfaction with advice by DPC to agencies on performance management and reporting requirements	1,2	85%	69%
<i>Efficiency measure</i>			
Average cost of supporting the Cabinet to govern from the regions	4	\$15,000	\$14,842

### Notes:

1. This service standard informs on overall satisfaction of the service and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers.
2. DPC is committed to strong customer satisfaction and sets targets to reflect this commitment. Results may fluctuate due to the contestable nature of much of DPC's work. DPC is committed to continuously improving service delivery and continues to implement strategies to achieve these targets.
3. This service standard informs on the total cost per hour for the provision of advice. The calculation methodology applied to determine average cost per hour is the total operational expense per annual period, plus a percentage of centralised costs, divided by the total cumulative recurrent standard hours per annual period.
4. This service standard measures costs incurred by Cabinet Services in supporting Cabinet to govern from the regions and community receptions. Support costs include venue and equipment hire, and costs associated with departmental staff preparing for and attending the meeting/reception. In 2018–19 two Governing from the Regions meetings were held, at Toowoomba and the Sunshine Coast. Travel costs are dependent on the location where the meeting/reception is held.

## Future directions for 2019–20

- Support the Premier and Cabinet to deliver the Cabinet and Cabinet Committee agenda, Parliamentary legislative agenda and processes, Governing from the Regions program and the implementation, monitoring and reporting of government priorities and election commitments.
- Continue to support, coordinate and contribute to the delivery of the government's objectives for the community, *Our Future State: Advancing Queensland's Priorities*.
- Coordinate policies to diversify Queensland's economy by facilitating investment and encouraging innovation.
- Continue to support policy settings for the growth of a productive and prosperous food and fibre sector that will generate long-term jobs, underpinning the economies of our regional and rural communities.
- Continue to support the advancement of renewable, reliable and low-cost energy supply to support Queensland's community and industry growth, including supporting the growth and development of Queensland's hydrogen industry.
- Continue to support and coordinate work to protect the environment, including the Great Barrier Reef.
- Coordinate Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Committee and the Queensland Security Cabinet Committee.
- Develop the second *Annual Progress Report on implementation of recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse*.
- Support the delivery of initiatives by coordinating various advisory councils and taskforces, providing an opportunity for community leaders to work with the Queensland Government to help shape policy and initiatives.
- Coordinate, deliver and provide leadership on the implementation of domestic and family violence prevention reforms, including the operation of the Domestic and Family Violence Implementation Council.
- Provide leadership on implementation of the recommendations from the Anti-Cyberbullying Taskforce report, *Adjust our settings: A community approach to address cyberbullying among young people in Queensland* and provide secretariat support to the independent Anti-Cyberbullying Advisory Committee.

## Anti-Cyberbullying

In 2018–19, DPC provided crucial support to address the impact and prevalence of cyberbullying in Queensland.

The Anti-Cyberbullying Taskforce was established by the Premier in February 2018 to address the impact and prevalence of bullying and cyberbullying among children and young people in Queensland.

DPC has taken an active role in supporting the Taskforce to enable its members to hear and consider the views of all Queenslanders.

In September 2018, the Taskforce released a report which included 29 recommendations to tackle cyberbullying through a community-wide approach, with actions focused on parents, carers, the community, social media, schools and government. DPC coordinated a whole-of-government response to the Taskforce report, released by the Premier in October 2018 and available at the following link:

[www.premiers.qld.gov.au/publications/categories/reports/cyberbullying-gov-response.aspx](http://www.premiers.qld.gov.au/publications/categories/reports/cyberbullying-gov-response.aspx)

DPC supported or supported in-principle all 29 recommendations from the Taskforce report and has subsequently played a lead role in coordinating the implementation of the recommendations. This includes working across government departments to ensure the community-focused, social and public health approach recommended by the Taskforce report continues.

DPC continues to play a central role in implementing and coordinating the Taskforce report recommendations through liaising across local, state and national government, within communities and providing secretariat support to the independent committee.

### The Anti-Cyberbullying Advisory Committee

A key recommendation of the report was the establishment of the Anti-Cyberbullying Advisory Committee (the Committee).

Announced by the Premier in February 2019, the Committee ensures accountability and provides advice to government on the implementation of the 29 recommendations. Members are also tasked with undertaking advocacy work within their communities and networks on the importance of supporting the recommendations, leading cultural change and supporting community leaders to be models for respectful online behaviour.

DPC provided secretariat support to the Committee which met three times throughout the year discussing:

- progress on implementation of the 29 recommendations
- the evaluation of the recommendations
- education and awareness campaigns
- an online portal
- Department of Education policies and resources
- the Tackle Cyberbullying Grants Program.

In April 2019, the Premier released the first bi-annual progress report, *Implementing the Queensland Anti-Cyberbullying Taskforce Report: April 2019 progress report*, which confirmed work was underway, but that there is still more to be done. The progress report was tabled in the Queensland Parliament and is available at: [www.premiers.qld.gov.au/publications/categories/reports/cyberbullying-gov-response.aspx](http://www.premiers.qld.gov.au/publications/categories/reports/cyberbullying-gov-response.aspx)

The program of work to implement the 29 recommendations contributes to *Our Future State: Advancing Queensland's Priorities* and in particular to the government priorities — Give all our children a great start and Keep Queenslanders healthy.

Throughout the year, DPC has worked with agencies to ensure the voices of children and young people are included in the design and implementation of initiatives. Young people participate on the Committee directly and are also involved in co-designing public awareness campaigns to ensure they are tailored.

DPC also supported the Premier to advocate for action on ways to address the prevalence of bullying and cyberbullying among children and young people including a range of interactions with public, private and community sector leaders.

The Premier has also advocated for action to address cyberbullying on the national stage through discussion at Council of Australian Governments (COAG) meetings, including advocating that the Taskforce's recommendations should be supported at a national level. COAG has agreed to consider national action on developing 'right to be forgotten' legislation to allow images to be removed quickly from search engines.



# Strategy and Engagement

Strategy and Engagement leads intergovernmental relations, strategic policy, integrated communications, protocol, events coordination, sponsorship and regional, national and international engagement for the Queensland Government.

Through the sharing of insights, research and engagement with the community, businesses and stakeholders, Strategy and Engagement informs the strategic direction of government.

Strategy and Engagement performs a leadership and coordination role across government to ensure Queensland remains future-focused in contributing to the delivery of the government's objectives for the community. The division also influences whole-of-government policy development through evidence-based research, best practice and evaluation. It also advocates for Queensland's best interests in intergovernmental forums, leads strategic communication, and maximises external engagement for the Queensland Government.

## Key achievements for 2018–19

- Provided a leadership and coordination role across government to deliver future-focused strategic policy and ensure Queensland is well positioned to address government-wide issues through intergovernmental forums, in particular COAG, by leading:
  - the Interdepartmental Committee for Intergovernmental Relations to drive whole-of-government engagement on national and state policy matters
  - Queensland's engagement in the National Drought Summit in October 2018, and the General and National Security COAG meetings in December 2018
  - national level discussions on the 'right to be forgotten' principles as part of the anti-cyberbullying agenda and securing Australian Government agreement to consider options for implementation in Australia.
- Supported the Queensland Plan Ambassadors' Council.
- Supported Screen Queensland to implement actions under the *Advance Queensland Screen Industry 10-Year Roadmap and Action Plan*, including delivering the Screen Queensland Studios project, attracting renowned productions to film in the state, and helping deliver 32 productions in film, television and games, generating \$262 million for our economy and creating 2600 jobs.
- Implemented the Regional Office Initiative by establishing offices in Mackay, Cairns, Toowoomba and Longreach, in addition to Townsville, to enable increased local stakeholder engagement and support the government's commitment to building strong regional economies and communities.
- Advised internal and external clients on best practice event delivery and sponsorship strategy by:
  - leading the Sponsorship and Events Advisory Group to provide a coordinated approach to assessment and attraction of outgoing sponsorships
  - managing strategic outcomes through 58 active sponsorships such as World Congress of Science and Factual Producers, World of Drones Congress, AusBiotech Conference and Energy Mines and Money
  - attracting key international events to Queensland supporting economic, social and cultural outcomes such as MRO (Maintenance, Repair, Overhaul) 2020, LandForces 2020, Screen Forever 2020 and Women of the World Festival 2020



- launching the Year of Outback Tourism Events Program and implementing round one of the Program by supporting 26 events and experiences to drive tourism to Outback Queensland contributing to local economies.
  - delivering a range of core events programs and delivering additional events supporting emerging priorities in the community including Women on Boards, Queensland Parliament Drought Appeal and Flood Appeal receptions, Queensland Skills Summit and Harmony Day Reception
  - celebrating outstanding Queenslanders through delivery of significant award programs, including the 2018 Premier's Awards for Excellence (to recognise the Queensland public service); 2019 Queensland Australian of the Year Awards (on behalf of the National Australia Day Council); 2019 Queensland Reconciliation Awards (to recognise initiatives advancing reconciliation); and the 2019 Queensland Greats Awards (to recognise long-term achievement and dedication of service to Queensland).
- Provided protocol advice and coordination of international engagement activities including:
- the Premier's three official overseas visits to: China and South Korea; United Arab Emirates, Germany and the United Kingdom; and Japan
  - official visits to Queensland, including two Royal visits and four Guest of Government visits
  - 26 official functions for visiting dignitaries, community events and annual functions supporting Queensland's strong relationships with trading partners such as China, India and Japan
  - 12 Head of Mission visits and 16 Courtesy meetings with international officials based in Australia
  - delivering one state funeral for a prominent Queenslanders.
- Led the planning and delivery of whole-of-government communication activities involving stakeholder and community engagement programs, advertising direction and crisis communication through:
- the Crisis Communication Network to provide essential information to Queenslanders during the various natural disasters and other major events that impacted the state
  - priority communication campaigns, including domestic and family violence (increasing awareness and understanding around the behaviours that constitute domestic violence and support help-seeking behaviour) and the ice drug prevention campaign (raising awareness about ice use and promoting help-seeking behaviours and existing services including the Alcohol and Drug Information Service)
  - the Heads of Communication Network to ensure coordinated and effective planning and delivery of whole-of-government communication and digital engagement
  - the Government Advertising and Communication Committee process to ensure rigour around government advertising processes. This included overseeing and supporting 62 campaigns to proceed to market and 57 campaigns noted by the committee
  - working with the Department of Housing and Public Works to complete an open-market tender process and contractual arrangements for a Queensland Government media monitoring and analysis supplier
  - implementing the Advancing Queensland visual identity guidelines and phase one rollout across infrastructure signage, and the new whole-of-government master media advertising services Standing Offer Arrangements.

## Our performance

The following service standards in DPC's Service Delivery Statements were used by the department and the government to assess overall performance of the Strategy and Engagement service area.

Department of the Premier and Cabinet Service area: Strategy and Engagement	Notes	2018–19 Target/Est.	2018–19 Actual
<i>Service standards</i>			
<i>Effectiveness measures</i>			
Client satisfaction with advice and support relating to intergovernmental issues	1,3	85%	71%
Client satisfaction with advice and support provided by Strategy and Engagement	2,3	85%	70%
<i>Efficiency measure</i>			
Cost of strategic engagement services as a percentage of departmental cost	4	15%	8%

### Notes:

1. This service standard informs on overall satisfaction of intergovernmental activities and is derived from an annual client survey.
2. This service standard informs on overall satisfaction of strategic engagement activities (delivered by Communication Services, Protocol Queensland and Events Coordination business units) and is derived from an annual client survey.
3. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers. DPC is committed to strong customer satisfaction and has set targets to reflect this commitment. Results may fluctuate due to the contestable nature of much of DPC's work. DPC is committed to continuously improving service delivery and continues to implement strategies to achieve these targets.
4. This service standard informs on the overall cost of strategic engagement activities (delivered by Communication Services, Protocol Queensland and Events Coordination business units) as a percentage of the total departmental budget. The 2018–19 Actual is lower than the 2018–19 Target/Estimate due to the significant deferral of funding as at 30 June 2018, post formation of the 2018–19 Budget.

## Future directions for 2019–20

- Lead innovative policy solutions that align with the government's objectives and respond to emerging trends for the Queensland Government.
- Perform a leadership and coordination role across government to ensure Queensland is well positioned to address government-wide issues through intergovernmental forums, in particular COAG, including hosting a COAG meeting in Cairns.
- Negotiate best policy position for Queensland through the national engagement forums.
- Develop a number of shared policy priorities with relevant agencies, other jurisdictions and the Australian Government across a range of issues including regional development, removing barriers for business investment and growth, population growth and impacts on service delivery and infrastructure.
- Support delivery of federal funding arrangements for a range of key sectors, including the early childhood, school, vocational education and training, health, housing and energy sectors.
- Enhance regional stakeholder engagement and deliver on the government's commitment to build strong regional economies and communities, including increasing the government's regional presence.
- Support the delivery of the Regional Office Initiative and identify opportunities for the Queensland Government to continue to be responsive to rural and regional Queensland.
- Collaborate with key partners to attract globally significant and strategically aligned events to Queensland and lead best practice in event delivery and sponsorship strategy across government.
- Leverage the Year of Outback Tourism Events Program to drive economic and community benefit through the attraction and delivery of high value events.
- Enhance the government's international engagement program by leveraging existing relationships and developing new engagements and opportunities, through strategically focused trade missions and protocol events, working in partnership with other agencies.
- Continue to support best-practice communication approaches and capability development through ongoing leadership of the Heads of Communication Committee and associated specialist sub-committees including Heads of Media Group, Advertising sub-committee, Social Media sub-committee, Internal Communications sub-committee and Crisis Communication Network.
- Drive greater connectivity and leadership across government by guiding the planning and delivery of whole-of-government communications strategy, including stakeholder and community engagement programs, advertising direction and crisis communication.
- Maintain whole-of-government strategic arrangements including master media advertising services and media monitoring to deliver strategic advice and value for money services.
- Continue managing the Government Advertising and Communication Committee process to ensure continued rigour around whole-of-government advertising.

## Enhancing regional stakeholder engagement

The Queensland Government is supporting regional growth and sustainability by strengthening engagement with regional Queensland through delivering the Governing from the Regions program and DPC's Regional Office Initiative.

These programs are integral to ensure we remain a responsive government, providing the opportunity for Queenslanders to inform what programs are needed and inform continuous improvement of services.

### Governing from the Regions

DPC delivered two Governing from the Regions events in 2018–19. Governing from the Regions is an opportunity for the Premier and Cabinet Ministers to meet local business owners, families and workers to share ideas on how to make the local area an even better place to live and work.

The four-day program was held from Monday to Thursday in the visited region. The highlight of the visit included a Cabinet meeting and a community function. The community function was attended by the Premier, Cabinet Ministers, community leaders and small business owners.

During 2018–19, Governing from the Regions was held in Toowoomba and the Darling Downs region in September 2018 and the Sunshine Coast in March 2019.

### Regional Office Initiative

Four new regional offices (Mackay, Cairns, Longreach and Toowoomba) were announced as part of the *2018–19 State Budget* to complement the existing Townsville office (established in 2015) with a government investment of \$2.614 million over three years (2018–19 to 2020–21).

The Regional Office Initiative expands the government's regional presence, facilitates increased on-the-ground stakeholder engagement, and supports the government's commitment to building strong regional economies and communities.

It also provides the opportunity to maximise the intelligence from local communities and augment meaningful local cooperative partnership opportunities.



Regional office locations.

Led by Strategy and Engagement, the five regional offices have been actively engaging with communities in their regions to hear first-hand how government programs and services are benefiting the local community and what more could be done.

They have also actively engaged with local businesses, communities and other key regional stakeholders through events and forums, to understand local issues and coordinate appropriate responses. These include supporting the Townsville Stronger Communities Initiative and flood recovery efforts, the Port Douglas community preparation for Queensland Day, and engaging with small business to discuss growing tourism opportunities across Toowoomba, North Queensland and Outback Queensland.

Strategy and Engagement has also led key stakeholder engagement roundtables in all locations to identify further collaborative opportunities.

## Government Services

Government Services provides policy and operational advice and support to the Premier in relation to constitutional, executive government and machinery-of-government matters.

Government Services ensures a strong, accountable system of government and supports the business before Executive Council, providing high-level constitutional and administration support to the Premier and Cabinet as well as supporting Ministerial Offices and the Office of the Leader of the Opposition. It also managed and coordinated the Anzac Centenary commemoration program that concluded in June 2019.

### Key achievements 2018–19

- Facilitated a two-year extension of the appointment of His Excellency the Honourable Paul de Jersey AC, Governor of Queensland, including obtaining agreement from Her Majesty the Queen.
- Supported the Governor and Executive Councillors to perform their constitutional duties, including facilitating 47 Executive Council meetings.
- Collaborated with the Australian Electoral Commission for the successful delivery of the writ for the election of Queensland Senators.
- Supported the Queensland Government gender equity targets, in achieving 49 per cent of positions on Queensland Government boards being occupied by women.
- Delivered the final year of the state's Anzac Centenary program including a statewide public art project, choral concerts, other community events, an awareness campaign, illuminations and digital projections.
- Delivered the final rounds of the Queensland Anzac Centenary grants program that highlighted the important role played by Queenslanders in the First World War.
- Worked with Queensland Museum to open the new and permanent Anzac Legacy Gallery at the Queensland Museum following completion of curatorial and exhibition works.
- Finalised the fourth and final stage of the Anzac Square restoration and enhancement project, and delivered event and engagement activities culminating in a commemoration of the centenary of the signing of the Treaty of Versailles in June 2019.
- Commenced implementation of the \$1.5 million in grant funding over three years from 2018–19 to 2020–21 to veterans' groups and other organisations for the creation, upkeep and renovation of monuments, memorials and other public sites recognising veterans' achievements and to provide support services to veterans.
- Coordinated and implemented policies to support the government's commitment to veterans.

## Our performance

The following service standards in DPC's Service Delivery Statements were used by the department and the government to assess overall performance of the Government Services service area.

Department of the Premier and Cabinet Service area: Government Services	Notes	2018–19 Target/Est.	2018–19 Actual
Service standards			
<i>Effectiveness measure</i>			
Client satisfaction with support and advice provided by Government Services	1,2	85%	80%
<i>Efficiency measure</i>			
Cost of Government Services as a percentage of departmental cost	3	8%	6%

### Notes:

1. This service standard informs on overall satisfaction of the service and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers.
2. DPC is committed to strong customer satisfaction and sets targets to reflect this commitment. Results may fluctuate due to the contestable nature of much of DPC's work. DPC is committed to continuously improving service delivery and continues to implement strategies to achieve these targets.
3. This service standard informs on the overall cost of Government Services as a percentage of the total departmental budget.

## Future directions for 2019–20

- Continue to support the government in achieving gender parity on Queensland Government boards by 2020.
- Deliver enhancements to the Queensland Register of Nominees to Government Bodies to provide an online tool for the advertisement of board vacancies and allow members of the public to apply for board positions directly online.
- Establish the Office for Veterans to provide more targeted and coordinated policy making, planning and service provision for veterans.
- Continue to deliver the \$1.5 million program over three years from 2018–19 to 2020–21 to provide support services to veterans and to preserve and create memorials, monuments and other public sites that acknowledge veteran achievements.
- Develop, coordinate and implement policies, programs and initiatives that support the government's commitment to veterans.

## Armistice Centenary

On 11 November 2018, Queenslanders paused to remember the 100th anniversary of the Armistice, the historic agreement that led to the end of the First World War.

Through the Queensland Anzac Centenary Program administered by the Anzac Centenary Coordination Unit within DPC, the Queensland Government established a comprehensive commemorative program to mark this historical anniversary.

The suite of Queensland Armistice Centenary Commemorations included illuminations and digital projections, an awareness campaign, choral concerts and other community events, and a public art project, with activities running across October and November 2018.

One of these unique commemorations was the creation of an Armistice Centenary art installation.

Standing at over three metres tall and 16 metres in length, the completed artwork comprised of acrylic letters which spelled 'Remember' filled with thousands of handmade paper poppies.

Each of the paper poppies was handmade by people from across the state in recognition of the 57,705 Queensland soldiers who enlisted in the First World War.

Queenslanders rallied behind the project, which engaged with a vast range of community groups, businesses, clubs and associations and individuals — from Returned and Services League of Australia Sub-Branched, schools, kindergartens and community groups to corrective services, hospitals and convents.

Personalised poppy tributes could also be created online and these beautiful animated poppies were displayed in a digital reflection pool on the Anzac Centenary Queensland website. A selection of digital poppies were displayed alongside the final art installation in Brisbane together with digitalised soldier portraits curated by the State Library of Queensland as part of Q ANZAC 100.

The finished artwork toured to Townsville, Mackay, Longreach and Bundaberg in October 2018, before making its way to Brisbane ahead of Remembrance Day.

Thousands of people visited the completed artwork to honour our Queensland soldiers. It was a fitting tribute to our servicemen who enlisted in the First World War.



The Remember artwork on display in Townsville.

### Queensland Anzac Centenary

The Queensland Anzac Centenary program officially ended on 28 June 2019, coinciding with the 100th anniversary of the signing of the Treaty of Versailles: the peace treaty that formally brought an end to the First World War. Over the course of the five-year program, hundreds of initiatives and events were created or held across Queensland to mark the centenary, with a collective investment from the Queensland Government of \$49.3 million.

Significant legacies include the opening of the permanent Anzac Legacy Gallery at the Queensland Museum, the final stage of restoration and enhancement works at Anzac Square (including the enhancement of the undercroft galleries with interactive technology) and the completion of the Q ANZAC 100 project.

## Women on government boards

*The Toward Gender Parity: Women on Boards Initiative* was established as part of a suite of initiatives under the *Queensland Women's Strategy 2016–2021* and is led by the Office for Women, Department of Child Safety, Youth and Women.

DPC supports the Office for Women in delivering on the initiative by providing expertise in event delivery, support on appointments to Queensland Government boards and registering interest to serve on a Queensland Government board via the Queensland Register of Nominees.

The intent of the Women on Boards initiative is to achieve greater diversity and representation of women on boards, by expanding the pool of potential female candidates, providing mentoring and support for potential candidates, and facilitating more opportunities for women to be appointed.

The initiative has set gender equity targets for Queensland Government boards to be achieved by 2020:

- 50 per cent of all new appointees to Queensland Government boards to be women
- 50 per cent representation of women on all Queensland Government boards.

As at 30 June 2019, the Queensland Government has made strong progress with 49 per cent of board positions occupied by women. This is an increase from 31 per cent when the gender equity targets were established in 2015. Further, in 2018–19 women represented 52 per cent of all new Queensland Government board appointments.

DPC plays a vital role in the Women on Boards initiative by delivering Inspire and Inform: The Premier's Women on Boards events. The events have been designed to provide a platform for robust discussion on gender equity on boards and aim to encourage non-government boards to set their own targets for gender parity and focus on increasing the representation of women on their own boards.

Three events were delivered in 2018–19, hosting over 950 guests across Brisbane, Toowoomba and the Sunshine Coast. At each of these events, a panel of Queensland leaders, including Professor Margaret Sheil AO,

Renita Garard OAM, Ms Claire Braund and Associate Professor Eve Fesl OAM, discussed wide-ranging topics including the role for women on boards, the benefits of diversity on boards, how to position yourself to be successful at securing a position on a board, and the steps required to ensure our target is reached.

The events have been a great success by demonstrating a collective commitment to board gender parity, giving board-ready women and decision-makers a unique opportunity to connect, and giving board-ready women the resources they need to pursue upcoming board appointments in Queensland.

The Brisbane and Toowoomba events were also live streamed to audiences across the state who were unable to attend, to further communicate the important messages of gender parity and ensure women in regional areas are empowered with the same information and opportunities.

The Premier's Women on Boards events have been supported by various non-government organisations, tertiary institutions and corporations, demonstrating the support and dedication to unite with government to reach these important targets.



The panel at the Premier's Women on Boards event on the Sunshine Coast.



# Office of the Queensland Parliamentary Counsel

The Office of the Queensland Parliamentary Counsel (OQPC) supports democracy and the strategic direction of the Queensland Government and delivers on the government's objectives for the community by providing legislative drafting services to all Queensland public sector agencies and access to legislation on the Queensland legislation website ([www.legislation.qld.gov.au](http://www.legislation.qld.gov.au)).

OQPC's objective is to draft and provide access to Queensland legislation of the highest standard. OQPC was established as a statutory authority under the *Legislative Standards Act 1992* on 1 June 1992. Subject to the Minister, the Premier of Queensland, OQPC is controlled by the Queensland Parliamentary Counsel. The office publishes its own strategic plan and is included as a service area in the DPC's Service Delivery Statement each year.

## Key achievements for 2018–19

- Supported the Queensland Government's objectives for the community by providing high-quality drafting services and timely delivery of the government's legislative program.
- Supported democracy by providing high quality drafting services for Bills and amendments of Bills for private members.
- Contributed to the drafting of national scheme legislation and the work of the Australasian Parliamentary Counsel's Committee.
- Provided the authoritative source of Queensland legislation by preparing consolidations of Queensland legislation, including indicative reprints in a timely way, and publishing this material to the Queensland legislation website.
- Enhanced access to Queensland legislation and legislative information by continuing with public website developments, including additional subscriber notification options, additional user-generated reports, electronic publishing of pre-1991 legislation and providing legislation in open data format.
- Developed a dedicated OQPC website to promote services provided by the office for the government and the Queensland community.
- Implemented stage three of the indicative reprints project to include tracked change functionality.

## Our performance

The following service standards in DPC's Service Delivery Statement were used by the department and the government to assess overall performance of the Legislative Drafting and e-Publishing service.

Legislative Drafting and e-Publishing Service area: Office of the Queensland Parliamentary Counsel	Notes	2018–19 Target/Est.	2018–19 Actual
<i>Service standards</i>			
<i>Effectiveness measures</i>			
Client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel	1	85%	95%
Client satisfaction with the quality of access to legislation available online	1	85%	84%
<i>Efficiency measures</i>			
Average cost per hour of legislative drafting and publishing output	2	\$145/hour	\$132/hour

### Notes:

1. This service standard informs on overall satisfaction of the service and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers.
2. This service standard informs on the average cost per hour to draft and publish Queensland legislation. The calculation methodology applied to determine the average cost per hour is the total operational expense per annual period, plus a percentage of centralised costs, divided by the total cumulative recurrent standard hours per annual period. The 2018–19 Actual is lower than the 2018–19 Target/Estimate due to filling of temporary FTE vacancies by year end resulting in a lower per hour cost.

# OQPC Strategic plan

**Strategic Plan 2018–2022**

**OUR STRATEGIES**

- Identify and adopt best practice in drafting Bills, amendments to Bills and subordinate legislation, having regard to fundamental legislative principles.
- Contribute to the drafting of national scheme legislation and the work of the Australasian Parliamentary Counsel's Committee.
- Efficiently use resources to deliver drafting and publishing services at an average cost per hour at or below the service delivery standard threshold.\*
- Identify and adopt best practice in providing access to Queensland legislation.
- Make up-to-date consolidations of Queensland legislation publicly available for each day of change.
- Identify and implement enhancements to the Queensland legislation website to improve accessibility and end user experience.
- Maintain open data arrangements for the release of Queensland legislation.
- Efficiently use resources to deliver drafting and publishing services at an average cost per hour at or below the service delivery standard threshold.\*
- Cultivate a high-performing integrated and innovative workforce.
- Cultivate a culture of continuous improvement where staff collaborate and contribute to solutions and implementation strategies from the Employee Opinion Survey.
- Nurture strategic relationships with clients, partnering entities and other stakeholders.

**OUR MEASURES OF SUCCESS**

- Client satisfaction with drafting services.
- Legislative program delivered on time.
- Deliver the legislative program at an average cost per hour at or below the service delivery standard threshold.\*
- Client satisfaction with access to legislation.
- Consolidations published within 3 days of the commencement date.
- Deliver the legislative program at an average cost per hour at or below the service delivery standard threshold.\*
- Employee Opinion Survey results in areas of job empowerment, innovation, organisational leadership and agency engagement.
- Employee engagement in employee opinion survey and knowledge management initiatives.

➤ The OQPC *Strategic Plan 2018–22* is available at [www.legislation.qld.gov.au/about](http://www.legislation.qld.gov.au/about)

## At a glance in 2018–19

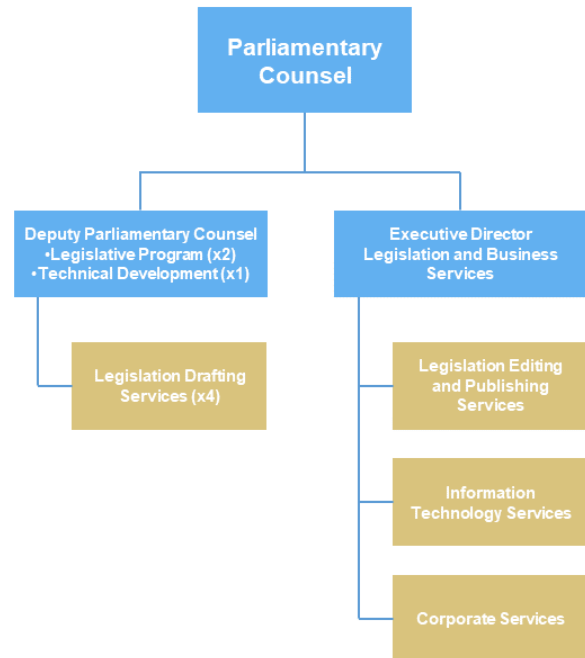
<b>34</b> government bills	<b>349</b> total legislative instruments	<b>59,891</b> total pages reprinted
<b>8</b> private members' bills	<b>7027</b> total pages drafted	<b>7,175,919</b> legislation website page views
<b>45</b> amendments during consideration in detail	<b>247</b> total reprints	<b>262</b> items of subordinate legislation

## Future directions for 2019–20

- Support democracy and the Queensland Government’s objectives for the community by providing high quality drafting services and timely delivery of the government’s legislative program.
- Support democracy by providing high quality drafting services for Bills and amendments of Bills as requested by private members.
- Contribute to the drafting of national scheme legislation and the work of the Australasian Parliamentary Counsels’ Committee.
- Provide the authoritative source of current Queensland legislation by preparing consolidations of Queensland legislation, including indicative reprints, in a timely way and publishing this material on the Queensland legislation website.
- Enhance access to Queensland legislation and legislative information by:
  - continuing with public website developments to provide advanced functionality for website users, including additional subscriber notification options and user-generated reports and lists
  - providing legislation in open data format.

## Organisational Structure

The office is located at 111 George Street, Brisbane. The current structure is summarised in the organisational chart:



## Tracked changes to indicative reprints

During the November 2017 election campaign, the Queensland Law Society, in its *Call to Parties Statement*, sought a commitment from the government to provide Bills with tracked changes where amendments to existing legislation are proposed in the Bill.

The Queensland Government committed to delivering this proposal and referred the matter to OQPC.

To meet this commitment OQPC worked with its system partners to quickly provide an interim solution involving publication of the incorporated Bill amendments as PDF renditions of indicative reprints. OQPC published the first indicative reprints for Bills introduced in the opening sitting of the 56th Parliament in February 2018 identifying Bill amendments in italic styling.

Compilation of these indicative reprints involved significant manual work from the Legislation Editing and Publishing Services (LEaPS) team in order to make the changes as explicit and comprehensible as possible. However, time savings from the implementation of OQPC's Queensland Integrated Legislation Lifecycle System or QuILLS in 2016–17 meant the team was able to continue to edit and supply high-quality Bills and subordinate legislation, and compile and publish reprints, as well as providing the new indicative reprints.

The final goal was to provide documents with tracked changes to clearly show Bill amendments. OQPC's ICT team worked with its system partners to research, assess and develop available options. Using the agile development process, OQPC was able to quickly develop a proof of concept prototype of the solution for approval.

Much consideration was given to how indicative reprints should be depicted on the legislation website so they could not be confused with authorised legislation. Significant testing and system changes to the office's workflow and publishing systems were implemented.

Extending the benefits of this developed technology, OQPC took the opportunity to add the feature to the website, enabling users to prepare their own 'on-the-fly' comparisons of 'live' in-force reprints. In an Australian first, the website now offers a variety of views, including a synchronised side-by-side view of reprint comparisons.

The track changes functionality for indicative reprints and in-force reprint comparisons benefits website users through:

- easier access to legislative changes, both past and future/proposed
- simpler ways to understand the legislative changes
- understandable mark-up of changes to Bills for parliamentary committees and government officers.

OQPC has delivered many information sessions to Queensland government departments and agencies on indicative reprints with tracked changes and there continues to be a demand with a forward program being progressively delivered.

## Our people

Our workforce strategies, programs and initiatives through 2018–19 were shaped by the objectives from our *Strategic Plan 2018–2022* — Innovative, effective policy; Strategic advantage for Queensland; Strong, accountable government; and A high-performing workforce.

Our people are empowered to demonstrate leadership at all levels, with staff responsible and accountable for their behaviours, actions and decisions.

Throughout the year we focused on building stronger workforce relationships built on mutual trust and respect and continuing our journey to embody the broad diversity of our state.

DPC measures our strategic plan objective to be a high-performing workforce by gauging whether our employees are positive about their job empowerment and the department's organisational innovation, leadership and engagement. The 2018 Working for Queensland Employee Opinion Survey saw positive results for DPC, with high levels of agency engagement (75 per cent), innovation (73 per cent), leadership (70 per cent) and job empowerment (80 per cent). Results across these factors exceeded public sector averages by between 7 per cent to 21 per cent.

The department also continued to focus on innovation to ensure we deliver strong customer-centric solutions for Queenslanders now and in the future.

We also sought to embed a workforce culture that upholds the Queensland public service values and commits to the highest standards of ethical behaviour.

### Workforce profile 2018–19

The following is a snapshot of DPC's workforce profile for 2018–19 based on June 2019 Minimum Obligatory Human Resources Information (MOHRI) data:

- employed 444.57 full-time equivalent employees (FTEs). This figure includes 48.36 FTEs in OQPC
- comprised a workforce in which 71.34 per cent were women and 69.09 per cent of all senior executive and senior officer roles were occupied by women

- maintained a workforce with an average age of 40.85 years compared with the service-wide average of 44.39 years
- provided part-time work opportunities to 16.56 per cent of our staff
- contributed six FTEs to deliver corporate services to our client agencies and to the Public Service Commission
- experienced an annual separation rate for permanent staff of 4.70 per cent compared to a sector rate of 5.11 per cent
- paid no early retirement, redundancy or retrenchment packages during this period.

### Key achievements 2018–19

- Focused on building our leaders by enhancing the capability of current and future leaders through a range of programs including LEAD4QLD, targeted training and a Job Shadow Program.
- Coordinated the 2019 Policy Futures Graduate Program; 37 graduates commenced in February 2019.
- Partnered with industry experts to improve business systems, practices and reporting processes and enhance the customer experience for employees through digitisation of forms and streamlining of existing business processes.
- Built a resilient workforce where the health, safety and wellbeing of employees were prioritised through the delivery of a comprehensive *Be Healthy, Be Safe, Be Well* program. This program focused on physical, mental and emotional wellbeing of staff.
- Implemented a 2019 Employee Engagement Program of Work to build inclusion and diversity and embed behavioural and cultural change.

- Continued our commitment to prevent domestic and family violence (DFV) by providing support for employees affected by DFV, promoted gender equality, as well as ensured we have a safe and respectful workplace culture.
- Continued to progress actions under our *Cultural Capability Action Plan 2017–2020* to further DPC's cultural capability, including training, sharing of stories and speaker events.
- Continued to drive actions under our *Disability Service Plan 2017–2020* to raise awareness, improve accessibility of our services and provide better support to staff who identify as having a disability. This included improved accessibility to legislation through the Browsealoud software and initiatives such as promotion of International Day of People with Disability and Global Accessibility Awareness Day.
- Supported the Central Queensland Bushfires and Far North Queensland Monsoonal Trough recovery efforts through the deployment of 48 community recovery ready reservists and 25 employees to the State Disaster Coordination Centre, with many staff undertaking multiple deployments.
- Develop and implement reward and recognition activities through DPC's Appreciation Program that support a positive and high-performing workforce culture.
- Continue to build a culture where staff are empowered to lead at all levels through the adoption of the Leadership Competencies for Queensland, with a focus on updating role descriptions, embedding competencies into recruitment and selection processes and aligning learning and development and performance opportunities.
- Encourage collaboration, partnerships and broader skill development through the implementation of an internal and external job rotation program for employees.
- Improve business systems, practices and reporting processes through the continued implementation of electronic forms and Power BI (interactive data visualisation business intelligence tools).

#### **Future direction 2019–20**

- Develop a refreshed *Cultural Capability Action Plan* with actions that reflect the increased maturity of the department to embed cultural competence and deliver meaningful change.
- Embed respectful workplace behaviours through the delivery of a leadership and team toolkit and development of a leadership commitment video.

#### **Public Sector Ethics Act 1994**

- DPC continued to support the principles identified under the *Public Sector Ethics Act 1994* and build a strong and accountable workforce by continuing to deliver Code of Conduct training to employees. In 2018–19, 108 staff completed Code of Conduct training delivered through the department's online learning management system, bringing the department's completion rate over two years to 98 per cent. The program is also included in DPC's mandatory new starter induction program.

## DPC Job Shadow Program

The DPC Job Shadow Program forms part of our commitment to build leadership capability and ensure a strong talent pipeline for the future.

The program offers staff a unique professional development opportunity to learn from our senior leaders. Participants gain valuable insight into decision-making processes of senior leaders and the diversity of issues they manage, as well as how we are achieving our strategic objectives.

A pilot program commenced in 2017 with one officer who was provided the opportunity to shadow the Director-General. The program continued in 2018 with six staff shadowing the Executive Leadership Team.

In 2019, the Job Shadow Program was further extended to include nominated Executive Directors. Ten employees (shadows) from across the department were successfully matched with our senior leaders. Shadows ranged from AO5 through to Senior Officer level and were able to further develop their leadership skills, professional network and corporate knowledge throughout the program.

The program officially commenced on 20 May 2019 and concluded on 28 June 2019. During this six-week period, our shadows undertook one half day of shadowing a week. Shadows kept the department informed through regular communication outputs including blogs, videos and Yammer posts. This enabled our shadows to build on their communication skills while sharing their insights and learnings with fellow colleagues.

The program was highly successful and received positive feedback from both our senior leaders and shadows.

Through our *Strategic Workforce Plan 2018–2022*, we encourage our staff to seek and embrace broader perspectives and lead at all levels, and our Job Shadow Program exemplifies the great progress we are making in this area.



Shadows and senior leaders from the DPC Job Shadow Program 2019.



# Corporate support functions

## The Corporate Governance Group (CGG)

The CGG meets regularly to assist the Director-General in discharging his accountabilities to achieve the department’s objectives. CGG held 10 ordinary meetings during 2018–19.

### Membership

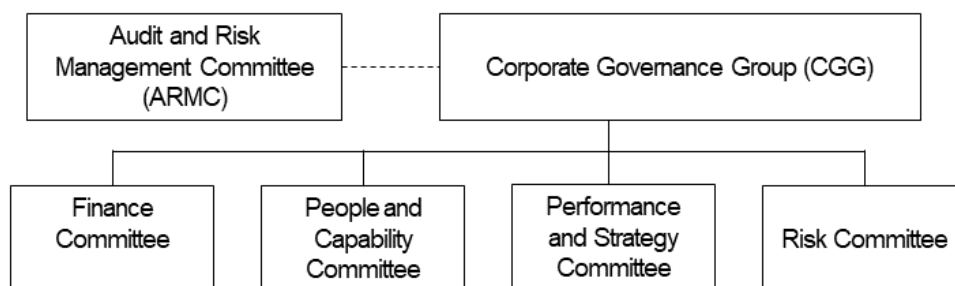
Chaired by the Director-General, CGG also includes the following members:

- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary
- Queensland Parliamentary Counsel
- Executive Director, Office of the Director-General.

The role of the CGG is to:

- support the Director-General in decision-making and advising on matters of strategic importance
- identify and report on emerging governance issues and major activities
- provide assurance on the effectiveness of governance arrangements
- review and approve corporate policies and processes
- act as a forum for strategic information sharing
- embed risk management activities and manage risk mitigation strategies
- consider impacts of whole-of-government initiatives on the department’s activities
- act as the department’s crisis management group and meet during a disruption to oversee the department’s internal and whole-of-government responsibilities.

To manage the department’s key duties and responsibilities, sub-committees, chaired by CGG members, support the function of the CGG. These sub-committees provide regular updates to CGG on progress of their respective key focus areas.



Relationship between Corporate Governance Group, its sub-committees and the Audit and Risk Management Committee

## Finance Committee

The Finance Committee meets quarterly and provides reports to the CGG. The committee met four times during 2018–19 and was chaired by the Deputy Director-General, Policy in 2018 and, as part of an annual rotation of Chairs, was chaired by the Queensland Parliamentary Counsel in 2019.

### Role

The role of the Finance Committee is to:

- guide the annual budget processes
- monitor and report on DPC's financial performance against priorities and approved budgets
- formulate strategies for improving DPC's financial position including implications of whole-of-government financial policy developments
- provide executive-level oversight of strategic procurement issues in accordance with departmental priorities
- consider strategic and operational financial risk for DPC and develop appropriate mitigation.

## Performance and Strategy Committee

The Performance and Strategy Committee meets quarterly and provides reports to the CGG. The committee met four times during 2018–19 and was chaired by the Deputy Director-General, Strategy and Engagement in 2018 and, as part of an annual rotation of Chairs, was chaired by the Deputy Director-General, Corporate and Government Services in 2019.

### Role

The role of the Performance and Strategy Committee is to provide advice to the CGG on:

- the delivery of the department's key commitments, objectives and milestones
- the planning, performance and reporting cycle ensuring alignment of activities including:
  - the development of performance measures and dashboard performance reporting for the department
  - statutory reporting activities
  - business planning activities and improvements to existing business processes
  - compliance with the performance management legislative requirements.
- setting key priorities and guiding the department towards achievement of these priorities.

## People and Capability Committee

The People and Capability Committee meets quarterly and provides reports to the CGG. The committee met four times during 2018–19 and was chaired by the Deputy Director-General, Corporate and Government Services in 2018 and, as part of an annual rotation of Chairs, was chaired by the Deputy Director-General, Policy in 2019.

### Role

The role of the People and Capability Committee is to:

- embed a workforce culture that upholds the Queensland public service values and commits to the highest standards of ethical behaviour
- enhance leadership capability in order to drive higher levels of organisational performance, culture and engagement
- optimise workforce capability and capacity.

## Risk Committee

The Risk Committee meets quarterly and provides reports to the CGG. The committee met four times during 2018–19 and was chaired by the Queensland Parliamentary Counsel in 2018 and, as part of an annual rotation of Chairs, was chaired by the Deputy Director-General, Strategy and Engagement in 2019.

### Role

The role of the Risk Committee is to:

- advocate and implement DPC's risk management framework
- endorse DPC's risk appetite and review its ongoing application
- monitor the department's risk profile and exposure to significant risks
- oversee the department's ICT risks
- monitor security policies and practices
- review and assess significant emerging risk areas
- act as a forum for the discussion of significant operational risk issues.

## Audit and Risk Management Committee (ARMC)

The department's ARMC was established by the Director-General as required by section 35(1) of the *Financial and Performance Management Standard 2019*. As required by section 35(2) of the standard, the terms of reference outline the role of the committee.

During 2018–19, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*. In accordance with its terms of reference the ARMC met four times during 2018–19.

The Chief Finance Officer; the Director, Internal Audit and Risk; a representative from the Queensland Audit Office (QAO) and a representative from the internal audit service provider, have standing invitations as observers to attend all committee meetings. Departmental officers are invited to attend meetings as required.

### Role

The role of the ARMC is to provide independent assurance and assistance to the Director-General on the risk, control and compliance frameworks and the department's external accountability responsibilities. The ARMC's responsibilities include overseeing the:

- annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- internal audit plan and audit findings
- external audit reports
- Risk Management Framework
- performance, monitoring and reporting activities.

The ARMC also serves the Commission Chief Executive, Public Service Commission.

### Remuneration

The Chair of the committee (held by Jenny Parker and subsequently Neil Jackson) is entitled to be paid \$230 (excluding GST) per hour, to prepare for and attend meetings. The Chair (Jenny Parker) attended one meeting

during 2018–19 and received \$1380 (excluding GST) in remuneration. The Chair (Neil Jackson) attended three meetings during 2018–19 and received \$4140 (excluding GST) for this period.

As an independent member of the committee, Neil Jackson is entitled to be paid \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended one meeting during 2018–19 and received \$1260 (excluding GST) in remuneration.

As an independent member of the committee, Bronwyn Morris AM is entitled to \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended all four meetings held during 2018–19 and received \$5040 (excluding GST) in remuneration.

As an independent member of the committee, Susan Rix AM is entitled to \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended two meetings held during 2018–19 and received \$1365 (excluding GST) in remuneration.

### Key achievements for 2018–19

- Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program.
- Endorsed the updates to departmental risk management materials.
- Monitored progress of the implementation status of internal audit recommendations.
- Received and considered external audit reports and monitored the implementation status of agreed actions against recommendations made (refer to External scrutiny for further information).
- Endorsed the financial statements for 2017–18 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities.

## Membership

The ARMC comprises:

Name	Committee role	Position	Portion of the year in role
Jenny Parker	Chair	Independent	July 2018 – October 2018
Neil Jackson	Chair	Independent	November 2018 – June 2019
Neil Jackson	Member	Independent	July 2018 – October 2018
Bronwyn Morris AM	Member	Independent	July 2018 – June 2019
Susan Rix AM	Member	Independent	November 2018 – June 2019
Peter McKay	Member	Deputy Commissioner, PSC	July 2018 – November 2018
Megan Barry	Member	Deputy Commissioner, PSC	November 2018 – June 2019
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services, DPC	July 2018 – June 2019
Dave Stewart	Attendee	Director-General, DPC	July 2018 – February 2019
Rachel Hunter	Attendee	Acting Director-General, DPC	February 2019 – June 2019
Robert Setter	Attendee	Commission Chief Executive, Public Service Commission	July 2018 – June 2019

## Risk management

In accordance with the *Financial Accountability Act 2009*, the Director-General, DPC has established appropriate systems of internal control and risk management. This has been achieved through the maintenance of a risk management framework and oversight by the ARMC. DPC's Risk Management Framework aligns with the International Standard ISO 31000:2018 on risk management principles and guidelines and includes appropriate governance arrangements and risk reporting and analysis.

DPC is committed to a philosophy and culture that ensures risk management is an integral part of all activities. Strategic risks, opportunities and challenges are reviewed regularly in relation to the operating environment of the department to ensure effective management. This minimises vulnerability to internal and external events and influences that could impact on the achievement of its objectives and strategic priorities.

To support the achievement of strategic objectives, risk management continues to be embedded throughout the department through proactive executive involvement and assessment and treatment of risk, including fraud and corruption risks.

DPC's *2018–2022 Strategic Plan* states that DPC will manage its four strategic risks and their impacts. These risks are reflected in DPC's strategic risk register. DPC's divisions are responsible for identifying and managing operational risks. ARMC oversees the department's risk management system and it is a standing agenda item at their quarterly meetings. The DPC Risk Committee, which reports to the CGC, refers matters to the ARMC for consideration.

## Internal audit

During 2018–19 the internal audit service was managed by the department's Director of Internal Audit and Risk with delivery of the program being outsourced to a third-party provider, KPMG.

Internal audit provides independent assurance and advice to the Director-General, senior management and the ARMC. It enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls and risk management practices. This is in accordance with the role detailed in the *Financial Accountability Act 2009*.

The internal audit function operates in accordance with an approved Internal Audit Charter that incorporates professional standards and the Queensland Treasury *Audit Committee Guidelines Improving Accountability and Performance*. The function is independent of the activities it reviews, of management and of the QAO. The internal audit function is monitored to ensure it operates effectively, efficiently and economically.

### Key achievements for 2018–19

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the Director-General for approval.
- Successfully executed the internal audit plan, providing reports to the ARMC and Director-General.
- Monitored and reported on the status of implementation of internal audit recommendations to the ARMC.
- Supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

## External scrutiny

External audits and reviews add value to the public sector through recommendations that improve business operations. The following reports were published by the QAO in 2018–19 and were relevant to DPC:

### **QAO Report 1: 2018–19 – Monitoring and managing ICT projects**

This report examined whether monitoring projects at the departmental and whole-of-government levels have improved successful delivery of ICT programs and projects. The report concluded that the Queensland Government has improved the governance processes for ICT projects and programs since 2013, but that the monitoring of major ICT programs through the assurance process at the whole-of-government level is not being carried out as well as it could be.

The department agreed that the report's findings and recommendations appear in line with government's intention to increase transparency around major ICT projects, and has reviewed the department's current ICT program, project management and monitoring processes.

### **QAO Report 3: 2018–19 – Delivering shared corporate services in Queensland**

This report assessed whether the Queensland Government's shared service providers are delivering value for money now and are positioned to successfully deliver into the future.

The report concluded that there is still significant benefit to be realised from the shared corporate services models that exist within the Queensland Government. When shared service providers have made the effort to consolidate, standardise and automate corporate service offerings, they have demonstrated the ability to deliver improved services for government.

The department supported the recommendations made and will continue to collaborate and communicate effectively with our provider, Queensland Shared Services.

### **QAO Report 6: 2018–19 – Delivering coronial services**

This report assessed whether agencies are effective and efficient in supporting the coroner in investigating and helping to prevent deaths.

The report concluded that Queensland's coronial system is under stress and is not effectively and efficiently supporting coroners or families. If left unaddressed, structural and system issues will further erode its ability to provide services beyond the short-term.

As part of the audit, the QAO consulted with DPC, and the audit identified learnings and made relevant, whole-of-government recommendations, one of which required DPC collaboration.

### **QAO Report 14: 2018–19 – 2017–18 – Results of financial audits**

This report summarises QAO's financial audit results for all entities owned or controlled by the Queensland Government, analysing the financial position, performance, and sustainability of the Queensland Government, as reported in the consolidated state government financial statements. It also summarises the timeliness and quality of financial reporting by public sector entities.

The Auditor-General has certified without qualification that DPC has complied with financial management requirements, the financial statements were accurate and fair and that DPC met the statutory timeframes for the preparation of the financial reports for 2017–18.

## Information systems and recordkeeping

The department purchases transactional processing services from Queensland Shared Services and uses the whole-of-government systems for finance and human resource management services.

DPC uses several separate electronic document and records management systems (eDRMS) to provide secure, effective and efficient management of:

- Cabinet submissions and related documents
- Executive Council Minutes and related documents
- departmental and portfolio agency records including ministerial and executive correspondence.

These business systems are based on commercial eDRMS that support approved business processes and have enhanced information and cyber security functionality.

Roles and responsibilities for creating, managing and disposing of public records are documented in the department's Documents and Recordkeeping Policy and Guidelines. Mandatory training is provided to all staff commencing in the department and mandatory refresher training via an online training module is also available. Additional training is also available on request. The department's policy applies to all public records as defined by the *Public Records Act 2002*.

The department continues to work towards fostering digital processes to manage its information and records. A substantial percentage of records are received electronically and managed through internal electronic approval processes. A number of initiatives are underway to further support this transition, ultimately reducing the reliance on hard copy records while providing additional security of our information assets.

Improvements around information security and managing sensitive data have been a priority during 2018–19 with work involved in defining, implementing and applying appropriate controls to safeguard confidentiality, integrity and availability of information. *The Public Records Act 2002* and the department's Documents and Recordkeeping Policy require the department to retain, manage and dispose of public records in accordance with Queensland State Archives-approved, *General Retention*

*and Disposal Schedule* and the department's retention and disposal schedule. The department's records are efficiently managed throughout their lifecycle and archived and disposed of accordingly.

In meeting its public records governance responsibilities, DPC demonstrates mature recordkeeping to support sound business decision-making, effective governance and accountability.

### Key achievements for 2018–19

- Improvements in cyber security protection of our eDRMS business systems.
- Development of a briefing portal to support improved team collaboration.
- Migration of targeted infrastructure into Microsoft Azure platform to lower overall operating costs.

### Future directions 2019–20

- Implementing a technology solution to streamline the registering of correspondence into the departmental eDRMS business system.
- Implementing a new staff directory and resource request management system.
- Investigating a more cost-effective eDRMS portal for a broader group of external briefing officers.
- Identifying opportunities to leverage the department's investment in its eDRMS business system with an improved reporting portal.
- Developing a new intranet to increase staff engagement and collaboration leveraging existing licensing arrangements.

## Open data

The following datasets are published on the open data website at [www.data.qld.gov.au](http://www.data.qld.gov.au)

- consultancies
- language services
- overseas travel.



# Financial summary 2018–19

Machinery-of-government changes in 2017–18 are the primary reason for material decrease in department revenue and expenditure in 2018–19. The machinery-of-government changes saw the Queensland Government Chief Information Office (QGClO), One-Stop Shop Strategy and Implementation Office (OSSlO), Digital Economy and Productivity (DE&P), Arts Queensland and the Corporate Administration Agency, transfer out of the department.

Differences between budget and actual in 2018–19 are as a result of changes to the department’s funding position subsequent to the 2018–19 budget and resulted in an increase in the overall fiscal position as follows:

- additional appropriation funding provided through the Mid-Year Economic and Fiscal Review (MYFER) for Screen Queensland for grants under the Production Attraction Strategy to assist the development and growth of film production in Queensland
- additional appropriation funding provided post-budget to support the establishment of the Criminal Justice System Reform Framework Program Management Office and the establishment of the Safer Communities Grants program
- external grant funding secured from the Anzac Centenary Public Fund administered by the Department of Veteran Affairs to complete Anzac Centenary legacy projects.

# Machinery-of-government changes are outlined in Note G3 in the Financial Statements.

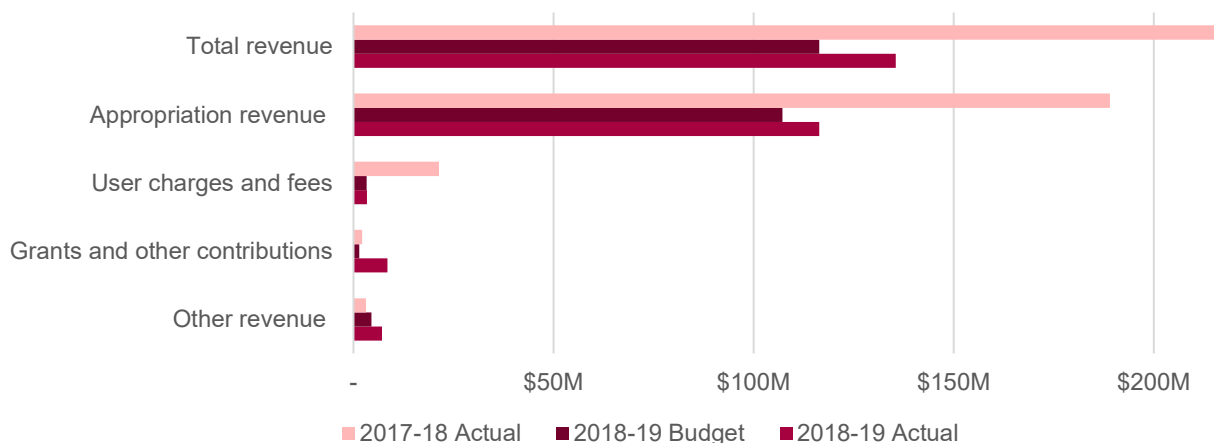
## Department revenue

Total department revenue for 2018–19 was \$135.49 million, a decrease of \$80.29 million (37 per cent) from the prior year, primarily because of machinery-of-government changes in 2017–18.

The department’s main source of revenue is appropriation funding from the Consolidated Fund and comprises 86 per cent of the department’s revenue. Additional appropriation funding was provided for Screen Queensland and criminal justice initiatives, and the Safer Communities Grants program.

The department derives some additional revenue for the provision of corporate support services to portfolio agencies such as the Public Service Commission and Office of the Governor. Sponsorship revenue is also derived from events managed by the department. Additional grants and other contributions have also been sourced from the Australian Government to support the completion of Anzac Centenary legacy projects.

Figure 1: Departmental revenue



## Department expenditure

Total expenditure for the year ending 30 June 2019 was \$135.49 million, a decrease of \$80.29 million (37 per cent) on the prior year. The primary driver of this decrease is the transfer of AQ expenditure out of the department for the year 2018-19, including property and facility management of the Southbank Cultural Precinct properties, supplies and services, depreciation and amortisation and to a lesser extent employee expenditure. Grants expenditure also decreased due to the transfer of AQ, and this was offset by additional funding provided to Screen Queensland (SQ) to support Production Attraction Strategy (PAS) initiatives to support film production in Queensland and the completion of Anzac Centenary legacy projects funded through the Anzac Centenary Public Fund. These comments are supported in Figure 3 below.

Figure 2: Departmental expenditure

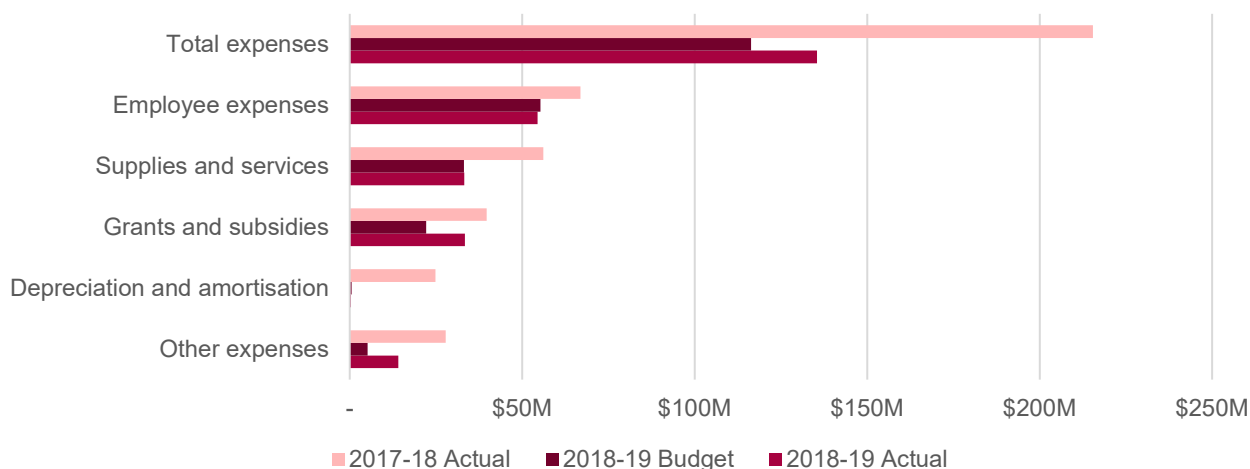
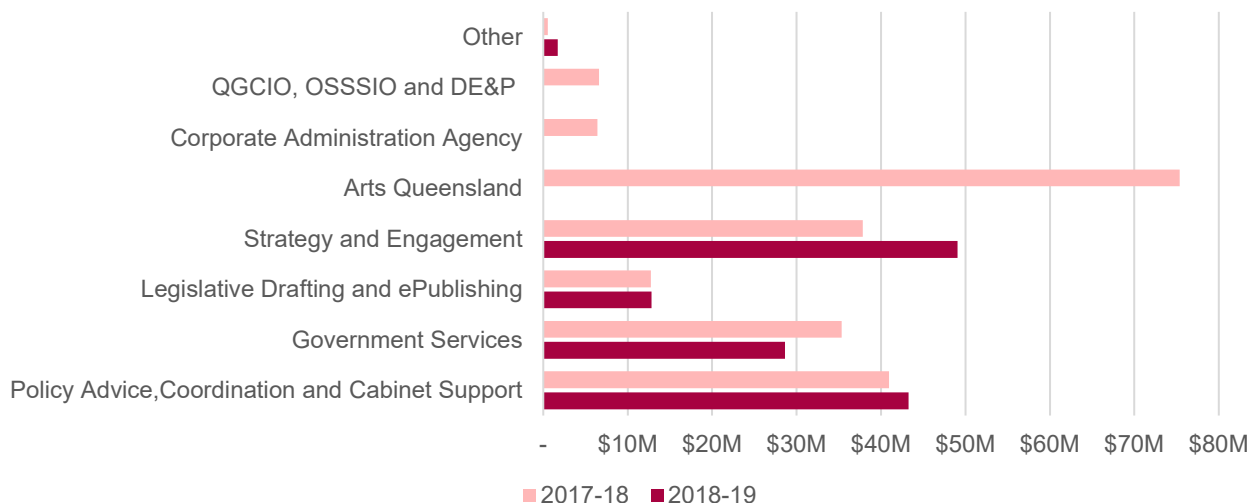


Figure 3: Departmental service expenditure



## Summary of financial position

The department's total asset position was \$48.23 million at 30 June 2019, representing a significant decrease from the prior year of \$26.29 million.

The department's current asset position recorded a significant decrease of \$29.0 million to \$33.87 million, reflecting a decrease in cash and receivable assets. The decrease in cash assets is predominately due to the reduced end of financial year appropriation payable for the deferral of funding to 2019-20.

The department has loan receivable assets for loans provided to Screen Queensland through the Revolving Film Finance Fund (RFFF) to support film production across the state. The RFFF is a line of credit facility that enables the ongoing funding of new film productions following the repayment of completed production loans. The following movements occurred during the 2018–19 financial year:

- current loan receivables decreased by \$4.87 million primarily representing loans repaid during the financial year
- non-current loan receivables increased by \$1.30 million representing new loan commitments.

## Administered funding

For the year ended 30 June 2019, the department's administered funding was \$113.8 million, a decrease of \$27.4 million (19 per cent) from the prior year.

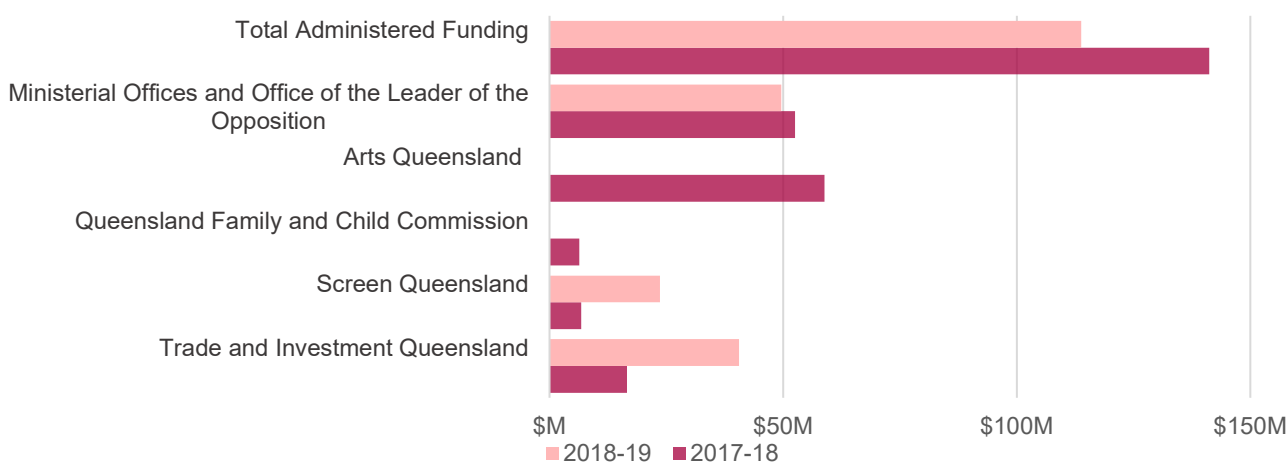
The decrease in administered payments from the prior year is primarily attributable to the prior year effect of the machinery-of-government changes with the transfer out of AQ and the Queensland Family and Child Commission in December 2017. The current financial year represented a full financial year of Trade and Investment Queensland (TIQ) following the transfer in of TIQ in 2017–18. Funding for Ministerial Offices and the Office of the Leader of the Opposition decreased primarily due to reduced employee expenditure as result of temporary short-term vacancies and has been deferred to 2019–20, which will see a return to a full staffing establishment.

## Chief Finance Officer Assurance

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 57 of the *Financial and Performance Management Standard 2019*.

The statement indicated no deficiencies or breakdowns in internal controls that would impact adversely on the department's financial governance or financial statements for 2018–19.

Figure 4: Administered funding





Department of the Premier and Cabinet  
Financial Statements  
for the year ended 30 June 2019

**Department of the Premier and Cabinet  
Financial Statements  
for the year ended 30 June 2019**

<b>Table of Contents</b>	<b>Page No.</b>
Statement of Comprehensive Income	3
Statement of Financial Position	4
Statement of Changes in Equity	5
Statement of Cash Flows (including Notes to the Statement of Cash Flows)	6
Statements by Major Departmental Services and Shared Service Providers	8
<b>Notes to the Financial Statements</b>	
A1: Objectives and Principal Activities of the Department	10
<b>Section B: Notes about our Financial Performance</b>	
B1: Revenue	11
B2: Expenses	12
<b>Section C: Notes about our Financial Position</b>	
C1: Cash and Cash Equivalents	15
C2: Receivables and Loans Receivable	15
C3: Intangible Assets	16
C4: Property, Plant and Equipment	17
C5: Payables	20
C6: Interest-Bearing Liabilities	20
C7: Accrued Employee Benefits	21
C8: Unearned Revenue	21
C9: Appropriations Recognised in Equity	22
<b>Section D: Notes about Risk and Other Accounting Uncertainties</b>	
D1: Financial Contingencies	23
D2: Financial Commitments	23
D3: Financial Risk Disclosures	24
D4: Events Occurring After Balance Date	26
<b>Section E: Notes about Performance Compared to Budget</b>	
E1: Budget to Actual Comparison – Statement of Comprehensive Income	27
E2: Budget to Actual Comparison – Statement of Financial Position	28
E3: Budget to Actual Comparison – Statement of Cash Flows	30
<b>Section F: Notes about our Administered Activities</b>	
F1: Schedule of Administered Income, Expenses, Assets and Liabilities	32
F2: Budget to Actual Comparison-Administered Activities	35
<b>Section G: Other information</b>	
G1: Key Management Personnel (KMP)	37
G2: Basis of Financial Statement Preparation	40
G3: Machinery-of-Government Changes	43
<b>Certification</b>	
Management Certificate	44
Independent Auditor's Report	45

Department of the Premier and Cabinet  
Statement of Comprehensive Income  
for the year ended 30 June 2019

	Notes	Economic Entity		Parent Entity	
		2019 \$'000	2018* \$'000	2019 \$'000	2018* \$'000
<b>Income</b>					
Appropriation revenue	B1-1	116,419	189,038	116,419	189,038
User charges and fees	B1-2	4,569	22,550	3,400	21,394
Grants and other contributions	B1-3	32,144	23,942	8,512	2,190
Other revenue	B1-4	6,709	3,592	7,155	3,157
<b>Total Income</b>		<b>159,841</b>	<b>239,122</b>	<b>135,486</b>	<b>215,779</b>
<b>Expenses</b>					
Employee expenses	B2-1	57,081	69,102	54,447	66,871
Supplies and services	B2-2	35,735	57,204	33,190	56,151
Grants and subsidies	B2-3	32,292	59,553	33,432	39,699
Depreciation and amortisation	C3 & C4	693	24,857	340	24,854
Other expenses	B2-4	14,185	28,021	14,077	27,863
<b>Total Expenses</b>		<b>139,986</b>	<b>238,737</b>	<b>135,486</b>	<b>215,438</b>
<b>Operating Result for the Year</b>		<b>19,855</b>	<b>385</b>	<b>-</b>	<b>341</b>
<b>Total Comprehensive Income</b>		<b>19,855</b>	<b>385</b>	<b>-</b>	<b>341</b>

The accompanying notes form part of these financial statements.

\*Refer to note G3 Machinery-of-Government Changes

Department of the Premier and Cabinet  
Statement of Financial Position  
as at 30 June 2019

	Notes	Economic Entity		Parent Entity	
		2019	2018	2019	2018
		\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>					
Cash and cash equivalents	C1	52,927	52,687	19,653	42,495
Receivables and loans receivable	C2	14,185	21,456	13,979	19,670
Other		303	762	240	707
<b>Total Current Assets</b>		<b>67,415</b>	<b>74,905</b>	<b>33,872</b>	<b>62,872</b>
<b>Non-current Assets</b>					
Receivables and loans receivable	C2	11,020	9,047	11,569	9,047
Intangible assets	C3	2,630	2,377	2,630	2,377
Property, plant and equipment	C4	2,959	266	156	220
<b>Total Non-current Assets</b>		<b>16,609</b>	<b>11,690</b>	<b>14,355</b>	<b>11,644</b>
<b>Total Assets</b>		<b>84,024</b>	<b>86,595</b>	<b>48,227</b>	<b>74,516</b>
<b>Current Liabilities</b>					
Payables	C5	18,245	38,867	18,030	42,552
Interest-bearing liabilities	C6	10,772	15,640	10,772	15,640
Accrued employee benefits	C7	2,486	2,517	2,361	2,399
Unearned revenue	C8	876	358	876	358
<b>Total Current Liabilities</b>		<b>32,379</b>	<b>57,382</b>	<b>32,039</b>	<b>60,949</b>
<b>Non-current Liabilities</b>					
Payables	C5	3,428	2,246	3,322	2,098
Interest-bearing liabilities	C6	8,247	6,949	8,247	6,949
Accrued employee benefits	C7	38	40	-	-
Unearned revenue	C8	99	-	99	-
<b>Total Non-current Liabilities</b>		<b>11,812</b>	<b>9,235</b>	<b>11,668</b>	<b>9,047</b>
<b>Total Liabilities</b>		<b>44,191</b>	<b>66,617</b>	<b>43,707</b>	<b>69,996</b>
<b>Net Assets</b>		<b>39,833</b>	<b>19,978</b>	<b>4,520</b>	<b>4,520</b>
<b>Equity</b>					
Accumulated surplus/(deficit)		39,833	19,978	4,520	4,520
<b>Total Equity</b>		<b>39,833</b>	<b>19,978</b>	<b>4,520</b>	<b>4,520</b>

The accompanying notes form part of these financial statements.

Department of the Premier and Cabinet  
Statement of Changes in Equity  
for the year ended 30 June 2019

	Notes	Economic Entity		Parent Entity	
		2019	2018*	2019	2018*
		\$'000	\$'000	\$'000	\$'000
<b>Contributed equity</b>					
Balance as at 1 July		-	606,648	-	606,648
<i>Transactions with owners as owners:</i>					
MoG Changes - transfer out - AQ		-	(580,060)	-	(580,060)
MoG Changes - transfer out - CAA		-	(4,778)	-	(4,778)
MoG Changes - transfer in - OSSSIO		-	5,433	-	5,433
MoG Changes - transfer in - QGCIO		-	87	-	87
MoG Changes - transfer out - OSSSIO		-	(4,925)	-	(4,925)
MoG Changes - transfer out - QGCIO		-	(99)	-	(99)
Appropriated equity injections	C9	-	5,428	-	5,428
Appropriated equity withdrawals	C9	-	(27,367)	-	(27,367)
MoG related equity adjustments		-	(367)	-	(367)
<b>Balance as at 30 June</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Accumulated Surplus</b>					
Balance as at 1 July		19,978	19,163	4,520	3,749
MoG changes - transfer out AQ		-	(191,518)	-	(191,518)
MoG changes - AQ transfer from Asset Revaluation Surplus		-	191,948	-	191,948
Operating Result		19,855	385	-	341
<b>Balance as at 30 June</b>		<b>39,833</b>	<b>19,978</b>	<b>4,520</b>	<b>4,520</b>
<b>Asset Revaluation Surplus</b>					
Balance as at 1 July		-	191,948	-	191,948
<i>Other Comprehensive Income:</i>					
MoG changes - AQ ARR transfer to Accumulated Surplus		-	(191,948)	-	(191,948)
<b>Balance as at 30 June</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The accompanying notes form part of these financial statements.

\*Refer to note G3 Machinery-of-Government Changes.



Department of the Premier and Cabinet  
Statement of Cash Flows  
for the year ended 30 June 2019

	Notes	Economic Entity		Parent Entity	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Cash flows from operating activities</b>					
<i>Inflows:</i>					
Service appropriation receipts	B1-1	92,243	182,675	92,243	182,675
User charges and fees		5,453	24,341	4,039	23,183
Grants and other contributions		29,802	23,942	7,421	2,190
Interest receipts		632	776	409	412
GST input tax credits from ATO		8,690	9,923	4,889	8,354
GST collected from customers		1,189	2,208	1,086	2,091
Other		6,884	896	8,193	1,913
<i>Outflows:</i>					
Employee expenses		(57,355)	(69,563)	(54,601)	(67,357)
Supplies and services		(35,090)	(54,799)	(32,550)	(55,036)
Grants and subsidies		(35,924)	(52,711)	(42,210)	(28,911)
Finance/borrowing costs		-	(411)	(409)	(409)
GST paid to suppliers		(7,364)	(9,924)	(4,737)	(7,533)
GST remitted to ATO		(1,029)	(2,154)	(919)	(2,031)
Other		(2,379)	(4,888)	(2,439)	(4,728)
<b>Net cash provided by operating activities</b>		<b>5,752</b>	<b>50,311</b>	<b>(19,585)</b>	<b>54,813</b>
<b>Cash flows from investing activities</b>					
<i>Inflows:</i>					
Loans and advances redeemed		7,619	1,649	6,777	273
<i>Outflows:</i>					
Payments for property, plant and equipment		(3,103)	(3,504)	(6)	(3,467)
Payments for intangibles		(453)	(238)	(453)	(238)
Loans and advances made		(2,798)	(12,463)	(2,798)	(12,485)
<b>Net cash used in investing activities</b>		<b>1,265</b>	<b>(14,556)</b>	<b>3,520</b>	<b>(15,917)</b>
<b>Cash flows from financing activities</b>					
<i>Inflows:</i>					
Equity injections		-	8,226	-	8,226
Proceeds from borrowings		2,798	12,485	2,798	12,485
<i>Outflows:</i>					
Equity withdrawals		-	(27,367)	-	(27,367)
Borrowing redemptions		(6,777)	(271)	(6,777)	(271)
<b>Net cash provided by financing activities</b>		<b>(3,980)</b>	<b>(6,927)</b>	<b>(3,979)</b>	<b>(6,927)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>3,038</b>	<b>28,828</b>	<b>(20,044)</b>	<b>31,969</b>
Net cash transferred resulting from MoG changes		-	(7,828)	-	(7,828)
Lapsed equity adjustment to other agency	C9	(2,798)	-	(2,798)	-
Cash and cash equivalents - opening balance		52,687	31,687	42,495	18,354
<b>Cash and cash equivalents at end of financial year</b>	C1	<b>52,927</b>	<b>52,687</b>	<b>19,653</b>	<b>42,495</b>

The accompanying notes form part of these financial statements.

Department of the Premier and Cabinet  
Notes to the Statement of Cash Flows  
for the year ended 30 June 2019

Reconciliation of Operating Results to Net Cash Provided by Operating Activities

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)	19,855	385	-	341
<b>Non-cash items included in operating results:</b>				
Depreciation and amortisation expense	693	24,857	340	24,854
Interest capitalised	409	-	-	-
<b>Change in assets and liabilities:</b>				
Increase/(decrease) in deferred appropriation refundable to Consolidated Fund	(12,004)	16,588	(12,004)	16,588
Adjustment to payables and receivables due to MoG changes	-	1,120	-	1,120
(Increase)/decrease in trade debtors	1,490	1,018	374	2,095
(Increase)/decrease in other receivables	132	(2,588)	398	(2,579)
(Increase)/decrease in GST receivable	196	1,839	227	1,461
(Increase)/decrease in long service leave reimbursement receivables	(14)	(37)	(14)	(37)
(Increase)/decrease in annual leave reimbursement receivables	(111)	318	(111)	318
(Increase)/decrease in other current assets	459	1,219	467	1,199
Increase/(decrease) in GST payable	(48)	243	(48)	231
Increase/(decrease) in payables	(5,889)	6,386	(9,793)	10,276
Increase/(decrease) in accrued employee benefits	(33)	(731)	(38)	(748)
Increase/(decrease) in unearned revenue	617	(306)	617	(306)
<b>Net cash provided by operating activities</b>	<b>5,752</b>	<b>50,311</b>	<b>(19,585)</b>	<b>54,813</b>

Changes in liabilities arising from financing activities

	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Entity 2019	Opening Balance	Cash Received	Cash Repayments	Non Cash	Closing Balance
Borrowings	22,589	2,798	(6,777)	409	19,019
<b>Total</b>	<b>22,589</b>	<b>2,798</b>	<b>(6,777)</b>	<b>409</b>	<b>19,019</b>

Parent Entity 2019

Borrowings	22,589	2,798	(6,777)	409	19,019
<b>Total</b>	<b>22,589</b>	<b>2,798</b>	<b>(6,777)</b>	<b>409</b>	<b>19,019</b>

Economic Entity 2018

Borrowings	10,375	12,485	(271)	-	22,589
<b>Total</b>	<b>10,375</b>	<b>12,485</b>	<b>(271)</b>	<b>-</b>	<b>22,589</b>

Parent Entity 2018

Borrowings	10,375	12,485	(271)	-	22,589
<b>Total</b>	<b>10,375</b>	<b>12,485</b>	<b>(271)</b>	<b>-</b>	<b>22,589</b>

Department of the Premier and Cabinet  
Statement of Comprehensive Income by Major Departmental Services and Shared Service Providers  
for the year ended 30 June 2019

	Policy Advice, Coordination and Cabinet Support		Government Services		Legislative Drafting and e-Publishing		Strategy and Engagement		Arts Queensland*		Corporate Administration Agency*		QGCIO and Other*		General Not Attributed		Total		
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000
<b>Income</b>																			
Appropriation revenue	38,965	39,488	18,579	31,672	12,643	12,553	45,466	35,596	-	62,310	-	62	-	6,591	766	766	116,419	189,038	
User charges and fees	95	111	1,736	2,079	93	130	536	846	-	12,123	-	6,269	-	(1)	940	(163)	3,400	21,394	
Grants and other contributions	348	-	8,164	1,500	-	-	-	-	-	690	-	81	-	-	-	(81)	8,512	2,190	
Other revenue	3,870	1,350	130	99	116	75	3,039	1,399	-	232	-	2	-	-	-	-	7,155	3,157	
<b>Total Revenue</b>	<b>43,278</b>	<b>40,949</b>	<b>28,609</b>	<b>35,350</b>	<b>12,852</b>	<b>12,758</b>	<b>49,041</b>	<b>37,841</b>	<b>-</b>	<b>75,355</b>	<b>-</b>	<b>6,414</b>	<b>-</b>	<b>6,590</b>	<b>1,706</b>	<b>522</b>	<b>135,486</b>	<b>215,779</b>	
<b>Expenses</b>																			
Employee expenses	25,210	21,903	8,039	8,180	7,845	7,955	12,587	12,784	-	7,343	-	3,828	-	4,116	766	762	54,447	66,871	
Supplies and services	12,022	12,854	9,289	9,764	3,217	3,872	7,722	7,654	-	17,681	-	2,230	-	2,335	940	(240)	33,190	56,151	
Grants and subsidies	605	2,609	9,477	8,146	-	30	23,350	4,118	-	24,790	-	-	-	6	-	-	33,432	39,699	
Depreciation and amortisation	98	118	8	27	212	245	22	47	-	24,267	-	19	-	131	-	-	340	24,854	
Other expenses	5,343	3,465	1,796	9,233	1,578	656	5,360	13,238	-	1,256	-	13	-	2	-	-	14,077	27,863	
<b>Total Expenses</b>	<b>43,278</b>	<b>40,949</b>	<b>28,609</b>	<b>35,350</b>	<b>12,852</b>	<b>12,758</b>	<b>49,041</b>	<b>37,841</b>	<b>-</b>	<b>75,337</b>	<b>-</b>	<b>6,090</b>	<b>-</b>	<b>6,590</b>	<b>1,706</b>	<b>522</b>	<b>135,486</b>	<b>215,438</b>	
<b>Total Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>324</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>341</b>

\*Refer to note G3 Machinery-of-Government Changes

Department of the Premier and Cabinet  
Statement of Assets and Liabilities by Major Departmental Services and Shared Service Providers  
as at 30 June 2019

	Policy Advice, Coordination and Cabinet Support		Government Services		Legislative Drafting and e-Publishing		Strategy and Engagement		Inter-Service/Unit		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Current Assets</b>												
Cash and cash equivalents	2,712	1,301	15,067	36,076	(1,374)	(1,174)	3,248	6,292	-	-	19,653	42,495
Receivables and loans receivable	514	1,159	1,826	1,875	290	256	11,349	16,381	-	(1)	13,979	19,670
Other	57	144	153	344	30	88	0	131	-	-	240	707
<b>Total Current Assets</b>	<b>3,283</b>	<b>2,604</b>	<b>17,046</b>	<b>38,295</b>	<b>(1,054)</b>	<b>(830)</b>	<b>14,597</b>	<b>22,804</b>	<b>-</b>	<b>(1)</b>	<b>33,872</b>	<b>62,872</b>
<b>Non-current Assets</b>												
Receivables and loans receivable	653	2,098	1,327	-	244	-	9,345	6,949	-	-	11,569	9,047
Intangible assets	245	183	166	191	2,081	1,951	138	51	-	1	2,630	2,377
Property, plant and equipment	28	13	(35)	-	135	193	28	15	-	(1)	156	220
<b>Total Non-current Assets</b>	<b>926</b>	<b>2,294</b>	<b>1,458</b>	<b>191</b>	<b>2,460</b>	<b>2,145</b>	<b>9,511</b>	<b>7,014</b>	<b>-</b>	<b>-</b>	<b>14,355</b>	<b>11,644</b>
<b>Total Assets</b>	<b>4,209</b>	<b>4,898</b>	<b>18,504</b>	<b>38,486</b>	<b>1,406</b>	<b>1,314</b>	<b>24,108</b>	<b>29,819</b>	<b>-</b>	<b>(1)</b>	<b>48,227</b>	<b>74,516</b>
<b>Current Liabilities</b>												
Payables	782	2,177	14,826	34,323	511	471	1,911	5,582	-	-	18,030	42,552
Interest-bearing liabilities	-	-	-	-	-	-	10,772	15,640	-	-	10,772	15,640
Accrued employee benefits	910	947	544	631	322	317	585	503	-	-	2,361	2,398
Unearned revenue	876	355	-	2	-	-	-	1	-	-	876	358
<b>Total Current Liabilities</b>	<b>2,568</b>	<b>3,479</b>	<b>15,370</b>	<b>34,956</b>	<b>833</b>	<b>788</b>	<b>13,268</b>	<b>21,726</b>	<b>-</b>	<b>-</b>	<b>32,039</b>	<b>60,949</b>
<b>Non-current Liabilities</b>												
Payables	653	461	1,327	1,117	243	162	1,099	358	-	-	3,322	2,098
Interest-bearing liabilities	-	-	-	-	-	-	8,247	6,949	-	-	8,247	6,949
Unearned revenue	99	-	-	-	-	-	-	-	-	-	99	-
<b>Total Non-current Liabilities</b>	<b>752</b>	<b>461</b>	<b>1,327</b>	<b>1,117</b>	<b>243</b>	<b>162</b>	<b>9,346</b>	<b>7,307</b>	<b>-</b>	<b>-</b>	<b>11,668</b>	<b>9,047</b>
<b>Total Liabilities</b>	<b>3,320</b>	<b>3,940</b>	<b>16,697</b>	<b>36,073</b>	<b>1,076</b>	<b>950</b>	<b>22,614</b>	<b>29,033</b>	<b>-</b>	<b>-</b>	<b>43,707</b>	<b>69,995</b>

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**A1: Objectives and Principal Activities of the Department**

Department of the Premier and Cabinet (DPC) is responsive, effective and accountable in serving the Premier and Cabinet and the people of Queensland.

The department's vision is making a positive difference for Queenslanders, now and in the future.

To achieve this vision, the department's strategic objectives are to:

- lead public policy across government, ensuring effective outcomes for Queenslanders
- ensure the delivery of a strong system of government
- inform the strategic direction of government
- maintain a high-performing and responsive workforce

Through our work, DPC leads active collaboration across the Queensland Government to deliver on the Government's objectives for the community to:

- create jobs in a strong economy
- give all our children a great start
- keep Queenslanders healthy
- keep communities safe
- protect the Great Barrier Reef
- be a responsive government

The department works collaboratively across government in a coordination role and contributes directly to policy initiatives to ensure the attainment of these objectives.

The major services delivered by the department are as follows:

- Policy Advice and Coordination, and Cabinet Support provides comprehensive, coordinated policy advice to the Premier, Cabinet and Minister Assisting the Premier, from design and development through to implementation and review. It also provides policy leadership across government and advances government policy priorities. This service also provides support for the operation of Cabinet and its related processes, including the administration of all Cabinet information, and supports the Government's accountability to the Parliament. The service area plays a vital role in ensuring the Government functions efficiently and effectively. It does this by supporting the Government to chart its strategic direction, progress its priorities, achieve its objectives for the community, and deliver its election commitments. The service area also responds to challenging and newly-emerging circumstances with state-wide impact and broader national interests. It consults and collaborates with other departments, all levels of government, non-government organisations, the private sector and other key stakeholders.
- Strategy and Engagement takes a leadership role in driving innovative and whole-of-government policy, representing Queensland's best interests in intergovernmental matters, leading strategic communications, and maximising external and international engagement for the Queensland Government.
- Government Services provides policy and operational advice and support to the Premier in relation to executive government and machinery-of-government matters, supports the administration of business before Executive Council, and provides support services to Ministerial Offices and the Office of the Leader of the Opposition. In addition, it manages and coordinates the Anzac Centenary commemoration program.
- Legislative Drafting and ePublishing (LDeP), through the Office of the Queensland Parliamentary Counsel (OQPC), provides drafting and e-publishing services for Queensland legislation. This service supports the Queensland Government and democracy by drafting and e-publishing legislation of the highest quality for Queensland. The service enables the Government to implement its legislative reform agenda. LDeP makes a special contribution by advising on the application of fundamental legislative principles to ensure that legislation has sufficient regard to the rights and liberties of individuals and the institution of Parliament.

**Administered items**

Administered activities are those undertaken by departments on behalf of the government.

The Department of the Premier and Cabinet administers funds on behalf of the State which includes Ministerial Offices and the Office of the Leader of the Opposition.

The key clients are Ministers, Assistant Ministers, the Leader of the Opposition and their respective staff. The services provided are:

- support for Ministers to assist in undertaking their responsibilities as Ministers of the State
- management of advisory, secretarial and administrative staff and associated resources for all Ministerial offices
- maintenance of procedures to ensure the financial accountability of these offices is in accordance with the Queensland Ministerial Handbook
- corporate support for the Office of the Leader of the Opposition

The accounting, purchasing, information technology, telecommunications, asset management and personnel requirements for these administered areas are supplied by Ministerial Services within the Government Services area of the department.

The department also administers funding for Trade and Investment Queensland and Screen Queensland Pty Ltd (SQ).

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Section B: Notes about our Financial Performance**

**B1: Revenue**

**B1-1: Appropriation Revenue**

Reconciliation of Payments from Consolidated Fund to Appropriation Revenue for Services Recognised in Statement of Comprehensive Income.

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Budgeted appropriation revenue	107,006	245,590	107,006	245,590
Transfer from/(to) other departments - redistribution of public business	-	(66,825)	-	(66,825)
Lapsed departmental services appropriation	(14,763)	-	(14,763)	-
Unforeseen expenditure	-	3,910	-	3,910
<b>Total appropriation receipts (Cash)</b>	<b>92,243</b>	<b>182,675</b>	<b>92,243</b>	<b>182,675</b>
Less: MoG transfer of appropriation cash	-	(1,323)	-	(1,323)
Plus: MoG transfer of appropriation receivable	-	203	-	203
Less: Opening balance of non-current appropriation receivable	(2,098)	(813)	(2,098)	(813)
Plus: Departmental Services - non-current receivable from the Consolidated Fund (Refer to Note C2)	3,322	2,098	3,322	2,098
Plus: Opening balance of deferred appropriation payable to Consolidated Fund (Refer to Note C5)	22,968	6,380	22,968	6,380
Less: Closing balance of deferred appropriation payable to Consolidated Fund (Refer to Note C5)	(10,964)	(22,968)	(10,964)	(22,968)
<b>Net Appropriation Revenue</b>	<b>105,471</b>	<b>166,252</b>	<b>105,471</b>	<b>166,252</b>
Plus: Deferred appropriation refundable to Consolidated Fund (expenses) (Refer to Note B2-4)	10,948	22,786	10,948	22,786
<b>Appropriation Revenue recognised in the Statement of Comprehensive Income</b>	<b>116,419</b>	<b>189,038</b>	<b>116,419</b>	<b>189,038</b>

Appropriations provided under the *Appropriation Act 2018* are recognised as revenue when received. A deferred appropriation payable representing the unspent appropriation has been recorded in the financial statements as at 30 June 2019. This has been approved by Queensland Treasury.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' item appropriations (Refer to Section F: Notes about Administered Activities).

**B1-2: User Charges and Fees**

Corporate services partnership agreements	2,827	8,467	2,827	8,467
Facility services revenue	-	6,875	-	6,875
Car park revenue	-	4,286	-	4,286
Sales of goods/services	570	686	570	686
Other	1,172	2,236	3	1,080
<b>Total</b>	<b>4,569</b>	<b>22,550</b>	<b>3,400</b>	<b>21,394</b>

User charges and fees controlled by the department are recognised as revenue when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised. Accrued user charges are recognised if the revenue has been earned but not yet invoiced.

User charges includes transactions of \$0.76M (2017-18: \$13.75M) with related parties represented by other Queensland Government entities, none of which are considered individually material and primarily represent the recovery of corporate costs provided by the department.

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

B1-3: Grants and Other Contributions	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Contributions from Queensland Government departments	23,632	22,442	-	690
Commonwealth contributions	8,512	1,500	8,512	1,500
<b>Total</b>	<b>32,144</b>	<b>23,942</b>	<b>8,512</b>	<b>2,190</b>

The department's grants and other contributions revenue is recognised in the year in which the control or the right to receive the grant or contribution is obtained. Control is generally obtained at the time of receipt or when the department has an enforceable right to receive the grant or contribution.

A number of the controlled entity's programs are supported by grants received from the federal, state and local governments. These grants are recognised by the entity as reciprocal or non-reciprocal based on conditions contained in the grant agreements. Grants received with specific conditions (reciprocal) will determine the timing and amount of revenue recognised. Revenue from a non-reciprocal grant that is not subject to specific conditions is recognised at the time the entity obtains control of the funds, economic benefits are probable and the amount can be measured reliably.

Contributions from Queensland Government departments are related party transactions.

**B1-4: Other Revenue**

Graduate Program	3,347	1,066	3,347	1,066
Interest Receipts	804	730	409	245
Sponsorships	1,108	1,019	1,108	1,019
Goods/Services Received Below Fair Value	776	473	776	473
Other	674	304	1,515	354
<b>Total</b>	<b>6,709</b>	<b>3,592</b>	<b>7,155</b>	<b>3,157</b>

**B2: Expenses**

**B2-1: Employee Expenses**

**Employee Benefits**

Wages and salaries	44,659	53,801	42,439	51,875
Employer superannuation contributions	5,753	7,234	5,547	7,053
Annual leave levy	4,402	5,500	4,395	5,487
Long service leave levy	877	1,150	877	1,150
Termination benefits	14	111	14	111
Other employee benefits	955	890	862	861

**Employee Related Expenses**

Workers' compensation premium	69	182	62	175
Other employee related expenses	352	234	251	159
<b>Total</b>	<b>57,081</b>	<b>69,102</b>	<b>54,447</b>	<b>66,871</b>

Number of Full Time Equivalent (FTE) Employees	470	489	445	467
--	-----	-----	-----	-----

Wages and salaries are recognised based on the period where service has been received. Sick leave is non-vesting, an expense is recognised as it is taken.

The department's post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

*Defined contribution plans* - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**B2-1: Employee Expenses (cont'd)**

*Defined benefit plan* - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

The superannuation expense for the controlled entity reflects payments incurred in relation to employees' terms and conditions of employment. The controlled entity contributes to several superannuation funds. Contributions are charged to expense as they are incurred.

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, the levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed quarterly in arrears. These schemes are administered by Queensland Treasury which is a related party.

The controlled entity does not participate in the centralised leave schemes. For employees of the controlled entity annual leave and long service leave are recognised in accordance to AASB 119 *Employee Benefits* with liability split between current and non-current components.

The department pays premiums to WorkCover Queensland (which is a related party) in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

FTE employees are calculated based on the Minimum Obligatory Human Resources Information (MOHRI) method. The reported FTEs above includes 6 FTE employees that were engaged in the provision of corporate services to other agencies in 2018-19 (7 FTE employees in 2017-18).

The department undertakes a whole of government policy futures graduate program which employed 55 graduates during 2018-19 (2017-18: 60). The graduate FTE numbers are included in the department totals stated.

Key management personnel and remuneration disclosures are detailed in Note G1.

**B2-2: Supplies and Services**

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Building services	12,177	16,633	10,597	16,381
Professional services	4,643	6,456	4,542	6,267
Consultants and contractors	4,958	6,426	4,958	6,426
Advertising and communications	4,593	5,178	4,463	5,075
Information technology bureau services	4,701	6,868	4,519	6,696
Outsourced corporate support	1,329	1,412	1,329	1,412
Hospitality and official functions	415	419	398	403
Travel	539	762	420	599
Venue hire	234	180	234	180
Telephone and communications support	247	462	221	438
Building maintenance	-	10,756	-	10,756
Other	1,899	1,652	1,509	1,518
<b>Total</b>	<b>35,735</b>	<b>57,204</b>	<b>33,190</b>	<b>56,151</b>

For a transaction to be classified as supplies and services, the value of the goods and services received by the department must be approximately equal to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transactions are classified as grants and subsidies in Note B2-3.

Supplies and services include transactions of \$17.44M (2017-18: \$25.67M) with related parties represented by other Queensland Government entities, none of which are considered material other than Department of Housing and Public Works for property rent amounting to \$10.58M (2017-18: \$13.40M) for the year ended 30 June 2019. Property rent is charged at market rates.



Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

B2-3: Grants and Subsidies	Economic Entity		Parent Entity	
	2019	2018	2019	2018
<b>Recurrent</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Grants to private sector entities	21,721	36,794	22,861	12,994
Grants to government entities and not-for-profit entities	6,495	8,146	6,495	12,092
Grants to individuals	-	109	-	109
<b>Total recurrent</b>	<b>28,216</b>	<b>45,049</b>	<b>29,356</b>	<b>25,195</b>
<b>Capital</b>				
Grants to government entities and not-for-profit entities	800	12,800	800	12,800
<b>Total capital</b>	<b>800</b>	<b>12,800</b>	<b>800</b>	<b>12,800</b>
<b>Subsidy payments</b>				
Contributions	2,018	906	2,018	906
Donations and gifts made	1,258	798	1,258	798
<b>Total subsidy payments</b>	<b>3,276</b>	<b>1,704</b>	<b>3,276</b>	<b>1,704</b>
<b>Total</b>	<b>32,292</b>	<b>59,553</b>	<b>33,432</b>	<b>39,699</b>

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions, and which does not directly give approximately equal value in return to the department.

A subsidy payment is a payment or contribution made to an organisation or person which is in essence, a form of financial assistance to reduce all or part of the costs of a recipient in meeting its own objectives.

Grants and subsidies are recognised when the obligation for a transfer of resources arises according to the terms of the funding agreement.

Grants and subsidies includes transactions of \$5.13M (2017-18: \$1.12M) with related parties represented by other Queensland Government entities, none of which are considered material other than the Board of the Queensland Museum of \$3.77M (2017-18: nil).

**B2-4: Other Expenses**

Deferred appropriation payable to Consolidated Fund	10,948	22,786	10,948	22,786
Sponsorships	2,639	3,569	2,578	3,458
Insurance premiums - QGIF	42	451	28	437
External audit fees*	124	134	90	101
Borrowing Costs	409	411	409	411
Other	22	670	23	670
<b>Total</b>	<b>14,185</b>	<b>28,021</b>	<b>14,077</b>	<b>27,863</b>

\*Total audit fees quoted by the Queensland Audit Office (QAO) relating to the 2018-19 financial statements was \$214,000 (2017-18: \$235,000). This fee includes an internal allocation of \$90,000 for audit services to the administered entity, Ministerial Offices and Office of the Leader of the Opposition. There are no non-audit services included in the amount.

The Queensland Government Insurance Fund (QGIF) is an internal Queensland Treasury managed fund to oversee the State Government's self-insurance scheme. Queensland Treasury is a related party.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Section C: Notes about our Financial Position**

C1: Cash and Cash Equivalents	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Imprest accounts	2	2	1	1
Cash at bank and on hand	52,925	52,685	19,652	42,494
<b>Total</b>	<b>52,927</b>	<b>52,687</b>	<b>19,653</b>	<b>42,495</b>

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June 2019.

All departmental bank accounts are grouped within the whole of government set-off arrangement with the Queensland Treasury Corporation (QTC) and as such, do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balances accrues to the Consolidated Fund.

The majority of cash funds of the controlled entity are held with QTC.

**C2: Receivables and Loans Receivable**

**Current**

Trade debtors	454	1,944	402	776
GST input tax credits receivable	584	778	360	586
GST payable	(5)	(53)	-	(48)
<b>Net GST receivable</b>	<b>579</b>	<b>725</b>	<b>360</b>	<b>538</b>
Loans receivable	10,422	16,052	10,772	15,640
Annual leave reimbursements	801	690	801	690
Accrued receivable	1,386	1,817	1,386	1,798
Long service leave reimbursements	231	217	231	217
Other receivables	312	11	27	11
<b>Total current receivables and loans receivable</b>	<b>14,185</b>	<b>21,456</b>	<b>13,979</b>	<b>19,670</b>

**Non-current**

Loans receivable	7,698	6,949	8,247	6,949
Appropriation receivable	3,322	2,098	3,322	2,098
<b>Total non-current receivables and loans receivable</b>	<b>11,020</b>	<b>9,047</b>	<b>11,569</b>	<b>9,047</b>

All current receivables and loans receivable plus any transaction costs relating to loans receivable are recognised at cost.

Settlement of trade debtors is generally required within 30 days from the invoice date.

Loans receivable are represented solely by the Revolving Film Finance Fund (RFFF). The RFFF provides secured loans to cash flow film and television productions and for infrastructure projects that will benefit the film and television industry. It is administered by SQ on behalf of the Government. All funds are drawn from QTC which is a related party. Applicants apply for the loan through SQ and once approved, the department recognises a loan receivable from SQ and payable to QTC (Note C6) with interest (determined by applying the simple interest method of calculating interest charge) passed onto SQ. This means that all costs incurred by the department in managing the RFFF are passed onto SQ.

Annual Leave (AL) and Long Service Leave (LSL) reimbursements represent the amounts recoverable from the whole-of-government AL and LSL schemes that are claimed quarterly.

Non-current appropriation receivable relates to a future amount owed to the department from the Consolidated Fund to offset the non-current payable recognised for the straight-lining of department lease agreements (Refer Note C5).

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

C3: Intangible Assets	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
<b>Software Internally Generated</b>				
At cost	6,366	5,897	6,366	5,897
Less: Accumulated amortisation	(3,880)	(3,609)	(3,880)	(3,609)
Carrying amount at 30 June	2,486	2,288	2,486	2,288
<b>Software Work in Progress</b>				
At cost	144	89	144	89
Carrying amount at 30 June	144	89	144	89
<b>Total</b>	<b>2,630</b>	<b>2,377</b>	<b>2,630</b>	<b>2,377</b>

Intangible Assets Reconciliation	Software Internally Generated		Software WIP		Total	
	2019	2018	2019	2018	2019	2018
Economic Entity	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	2,288	2,454	89	15	2,377	2,469
Acquisitions	-	-	525	238	525	238
Transfers between classes	469	208	(469)	(208)	-	-
Capital expenses accrued	-	-	-	44	-	44
MoG changes - transfer in - OSSSIO	-	4,638	-	-	-	4,638
MoG changes - transfer in - QGCIO	-	18	-	-	-	18
MoG changes - transfer out- OSSSIO	-	(4,542)	-	-	-	(4,542)
MoG changes - transfer out - QGCIO	-	(10)	-	-	-	(10)
Amortisation	(271)	(478)	-	-	(271)	(478)
Carrying amount at 30 June	2,486	2,288	144	89	2,631	2,377

Intangible Assets Reconciliation	Software Internally Generated		Software WIP		Total	
	2019	2018	2019	2018	2019	2018
Parent Entity	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	2,288	2,454	89	15	2,377	2,469
Acquisitions	-	-	525	238	525	238
Transfers between classes	469	208	(469)	(208)	-	-
Capital expenses accrued	-	-	-	44	-	44
MoG changes - transfer in - OSSSIO	-	4,638	-	-	-	4,638
MoG changes - transfer in - QGCIO	-	18	-	-	-	18
MoG changes - transfer out- OSSSIO	-	(4,542)	-	-	-	(4,542)
MoG changes - transfer out - QGCIO	-	(10)	-	-	-	(10)
Amortisation	(271)	(478)	-	-	(271)	(478)
Carrying amount at 30 June	2,486	2,288	144	89	2,631	2,377

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**C3: Intangibles Assets (cont'd)**

**C3-1: Recognition and Measurement**

Intangible assets with a historical cost or other value equal to, or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any preliminary research, planning phase costs, administration and training costs are expensed in the period in which it is incurred.

There is no active market for any of the department's intangible assets. As such, intangible assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

**C3-2: Amortisation Expense and Impairment**

**Amortisation Expense**

All intangible assets of the department have finite useful lives and are amortised on a straight-line basis over their estimated useful life to the department.

**Key Judgement:** Straight-line amortisation is used reflecting the progressive, even consumption of future economic benefits over the assets useful life to the department and consolidated entity.

The residual value of intangible assets has been determined to be zero reflecting the estimated amount to be received on disposal at the end of their useful life.

**Key Estimate:** Intangible assets are amortised on a straight-line basis between 5-15% (economic entity). The estimation of useful life and resulting amortisation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

**Impairment**

Intangible assets are assessed annually for impairment using a combination of external and internal impairment indicators.

Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department.

Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use. An impairment loss is recognised immediately in the Statement of Comprehensive Income.

**Key Judgement:** If an indicator of possible impairment exists, management determine the asset's recoverable amount.

No intangible assets were impaired at 30 June 2019.

**C4: Property, Plant and Equipment**

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
At cost property, plant and equipment	3,773	710	532	579
Less: Accumulated depreciation	(814)	(444)	(376)	(359)
<b>Carrying amount at 30 June</b>	<b>2,959</b>	<b>266</b>	<b>156</b>	<b>220</b>

**C4-1: Property, Plant and Equipment Reconciliation**

	Economic Entity		Parent Entity	
	Plant and Equipment	Total	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
<b>Closing balances and reconciliation of carrying amount</b>				
Carrying amount at 1 July 2018	266	266	220	220
Acquisitions	3,116	3,116	6	6
Disposals	(1)	(1)	(1)	(1)
Depreciation	(422)	(422)	(69)	(69)
<b>Carrying amount at 30 June 2019</b>	<b>2,959</b>	<b>2,959</b>	<b>156</b>	<b>156</b>

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

C4: Property, Plant and Equipment (cont'd)

C4-1: Property, Plant and Equipment Reconciliation

Economic Entity	Plant and Equipment	Capital Works in Progress	Land	Buildings	Heritage and Cultural Assets	Total
Fair Value Level	-	-	Level 2	Level 3	Level 3	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2017	2,076	14,217	270,600	187,742	316,008	790,643
Acquisitions	60	3,444	-	-	-	3,504
MoG changes - transfer out - AQ	(1,654)	(17,661)	(270,600)	(179,640)	(299,948)	(769,503)
MoG changes - transfer out - CAA	(26)	-	-	-	-	(26)
MoG changes - transfer in - OSSSIO	794	-	-	-	-	794
MoG changes - transfer in - QGCIO	39	-	-	-	-	39
MoG changes - transfer out - OSSSIO	(769)	-	-	-	-	(769)
MoG changes - transfer out - QGCIO	(37)	-	-	-	-	(37)
Depreciation/amortisation	(217)	-	-	(8,102)	(16,060)	(24,379)
<b>Carrying amount at 30 June 2018</b>	<b>266</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>266</b>

Parent Entity	Plant and Equipment	Capital Works in Progress	Land	Buildings	Heritage and Cultural Assets	Total
Fair Value Level	-	-	Level 2	Level 3	Level 3	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2017	2,064	14,217	270,600	187,742	316,008	790,631
Acquisitions	23	3,444	-	-	-	3,467
MoG changes - transfer out - AQ	(1,654)	(17,661)	(270,600)	(179,640)	(299,948)	(769,503)
MoG changes - transfer out - CAA	(26)	-	-	-	-	(26)
MoG changes - transfer in - OSSSIO	794	-	-	-	-	794
MoG changes - transfer in - QGCIO	39	-	-	-	-	39
MoG changes - transfer out - OSSSIO	(769)	-	-	-	-	(769)
MoG changes - transfer out - QGCIO	(37)	-	-	-	-	(37)
Depreciation/amortisation	(214)	-	-	(8,102)	(16,060)	(24,376)
<b>Carrying amount at 30 June 2018</b>	<b>220</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>220</b>

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**C4: Property, Plant and Equipment (cont'd)**

**C4-2: Recognition and Measurement**

Items of property, plant and equipment (PPE) with a historical cost or other value equal to or exceeding \$5,000 threshold in the year of acquisition are reported as property, plant and equipment.

Items with lesser value are expensed in the year of acquisition.

PPE is measured at historical cost in accordance with Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. The carrying amounts for such PPE is not materially different from their fair value as the department does not hold significant levels of PPE.

**C4-3: Depreciation Expense and Impairment**

**Depreciation Expense**

Depreciation of property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to the department. Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

**Key Judgement:** Straight-line depreciation is used reflecting the progressive, even consumption of future economic benefits over their useful life to the department and consolidated entity.

For depreciable assets, residual value is determined to be zero reflecting the estimated amount to be received on disposal at the end of their useful life.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

Assets under construction (work-in-progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is the earlier. These assets are then reclassified to the relevant class within property, plant and equipment.

**Key Estimate:** Property, plant and equipment is depreciated on a straight-line basis between 10-25% (economic entity). The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

**Impairment**

Property, plant and equipment is assessed annually for impairment using a combination of external and internal impairment indicators.

Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use. Value in use is equal to the present value of the future cash flows expected to be derived from the asset, or where the department no longer uses an asset and has made a formal decision not to reuse or replace the asset, the value in use is the present value of net disposal proceeds.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

**Key Judgement:** Impairment assessment is performed and if an indicator of possible impairment exists, management determine the asset's recoverable amount.

No items of property, plant and equipment were impaired at 30 June 2019.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

C5: Payables

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
<b>Current</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Deferred appropriation payable to Consolidated Fund	10,964	22,968	10,964	22,968
Trade creditors and accruals	4,192	5,369	4,054	5,154
Grants and subsidies payable	2,688	7,520	2,688	11,466
Appropriation equity withdrawal payable to Consolidated Fund	-	2,798	-	2,798
Other	401	212	324	166
<b>Total Current Payables</b>	<b>18,245</b>	<b>38,867</b>	<b>18,030</b>	<b>42,552</b>
<b>Non-Current</b>				
Deferred liability for operating leases	3,322	2,098	3,322	2,098
Other	106	148	-	-
<b>Total Non-Current Payables</b>	<b>3,428</b>	<b>2,246</b>	<b>3,322</b>	<b>2,098</b>

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the purchase contract price, net of applicable trade and other discounts. Amounts owing are unsecured.

Deferred liability for operating leases relates to a future amount owed by the department to the Department of Housing and Public Works for the straight-lining of department lease agreements (Refer note C2).

C6: Interest-Bearing Liabilities

Interest-bearing liabilities are initially recorded at fair value plus any transaction costs directly attributable to the borrowings, then subsequently held at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated cash payments and receipts through the expected life of the financial instruments.

QTC borrowings disclosed in the statements are on behalf of SQ for the Revolving Film Finance Fund (RFFF) facility (refer to note C2). QTC is a related party. These borrowings are established initially at a fixed interest rate. The applicable rates for 2018-19 were 1.70% to 2.99% (2017-18: 1.89% to 2.99%). There have been no defaults or breaches of the loan agreements during the period.

Repayment dates vary from one to seventeen months (2017-18: two to twenty-nine months). The maturity profile is disclosed in note D3. Principal and interest repayments were made quarterly in arrears. Where an extension of the original term is requested, the department has an option to refinance the loan as a variable rate loan. This option was adopted in 2018-19 with the applicable variable rate of 1.90% (2017-18: 1.92%).

Borrowings are split between current and non-current liabilities using the principles set out under the basis of financial statement preparation section of this financial report.

The fair value of interest-bearing liabilities and borrowing rates are set out in Note D3-4. Any borrowing costs are added to the carrying amount of the borrowing to the extent they are not settled in the period in which they arise.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

C6: Interest-Bearing Liabilities (cont'd)

Disclosures about Sensitivity to Interest Rate Movements

The following interest rate sensitivity analysis depicts the outcome on net income if interest rates would change by +/-1% from the year end rates as applied to the department's variable rate borrowings from QTC.

Financial Liability	Carrying amount \$'000	2019 Interest Rate Risk			
		-1%		+1%	
		Operating Result \$'000	Equity \$'000	Operating Result \$'000	Equity \$'000
QTC Borrowings*	9,057	(91)	(91)	91	91
Potential impact on		(91)	(91)	91	91

\*Total borrowings from QTC for 2018-19 is \$19.019M (loans with fixed interest rate \$9.962M and loans with variable rate \$9.057M. Refer note D3-1). The impact of these interest rate movements are mitigated through loan receivable agreements made between the department and SQ (Note D3-4).

There was no material impact of interest rate movement on the department's profit and equity for 2017-18.

C7: Accrued Employee Benefits

	Economic Entity		Parent Entity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Current</b>				
Long service leave levy payable	264	278	243	244
Annual leave payable	1,238	1,244	1,134	1,160
Accrued salaries and wages	984	995	984	995
<b>Total Current</b>	<b>2,486</b>	<b>2,517</b>	<b>2,361</b>	<b>2,399</b>
<b>Non-Current</b>				
Accrued long service leave	38	40	-	-
<b>Total Non-Current</b>	<b>38</b>	<b>40</b>	<b>-</b>	<b>-</b>

The Parent Entity's financial statements do not contain a provision for annual leave or long service leave as the liability is held on a whole of government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The Economic Entity includes SQ which does not participate in whole of government central leave schemes. As such, the Economic Entity reflects provisions for leave associated with SQ only.

C8: Unearned Revenue

<b>Current</b>				
Graduate program	876	358	876	358
<b>Total Current</b>	<b>876</b>	<b>358</b>	<b>876</b>	<b>358</b>
<b>Non-Current</b>				
Graduate program	99	-	99	-
<b>Total Non-Current</b>	<b>99</b>	<b>-</b>	<b>99</b>	<b>-</b>

The liability for unearned revenue represents advance payments the department has received in the current year for the whole-of-government policy graduates' program for graduates recruited under a two year program (2018-2020). Revenue from the program is recognised when it has been earned and can be measured reliably with a sufficient degree of certainty. As at 30 June 2019, the remaining costs associated with the program cannot be measured reliably with a sufficient degree of certainty and therefore the revenue has not been fully recognised.



Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**C9: Appropriations Recognised in Equity**

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising the department's contributed equity. The following items are recognised as contributed equity by the department during the reporting and comparative years.

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
C9-1	\$'000	\$'000	\$'000	\$'000
Budgeted equity adjustment appropriation	-	(30,293)	-	(30,293)
Transfer from/(to) other departments (redistribution of public business)	-	14,515	-	14,515
Lapsed equity adjustment	(2,798)	(3,363)	(2,798)	(3,363)
<b>Equity adjustment receipts (payment)</b>	<b>(2,798)</b>	<b>(19,141)</b>	<b>(2,798)</b>	<b>(19,141)</b>
C9-2				
Plus: Opening balance of equity adjustment payable	2,798	203	2,798	203
Less: MoG transfer of equity adjustment payable	-	(203)	-	(203)
Less: Closing balance of equity adjustment payable		(2,798)		(2,798)
<b>Equity adjustment recognised in Contributed Equity</b>	<b>-</b>	<b>(21,939)</b>	<b>-</b>	<b>(21,939)</b>

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Section D: Notes about Risk and Other Accounting Uncertainties**

**D1: Financial Contingencies**

**Litigation in Progress**

Effective 1 July 2001, the Department of the Premier and Cabinet joined the Queensland Government Insurance Fund (QGIF). Under the QGIF, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. This includes any cases that existed as at 1 July 2001 and cases that have arisen since that date.

The State's legal representation for the Floods Class Action was centrally coordinated by the Department of the Premier and Cabinet during 2018-19 and litigation was still in progress as at the reporting date. The Floods Class Action relates to the damage occasioned by water released from Wivenhoe and Somerset Dams during the 2011 flood event. The trial on liability (only) commenced in December 2017, continued throughout 2018 and concluded in April 2019. The Court has reserved its decision on liability and the decision is anticipated by the end of 2019.

**D2: Financial Commitments**

The major component of the non-cancellable operating lease commitments below is the 1 William Street sub lease arrangement with the Department of Housing and Public Works (DHPW) ending 19 December 2031.

With the introduction of AASB 16, effective 1 July 2019, the department will no longer be required to disclose non-cancellable operating lease arrangement with DHPW for commercial office accommodation through Government Accommodation Office (QGAO) (refer note G2-10).

There will be no material impact on the controlled entity disclosure for non-cancellable operating lease arrangements.

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
<b>D2-1: Non-Cancellable Operating Lease Commitments</b>				
Not later than one year	9,533	7,291	7,643	7,019
Later than one year and not later than five years	43,805	32,346	38,217	32,131
Later than five years	44,592	46,845	44,592	46,845
<b>Total Non-Cancellable Operating Leases</b>	<b>97,930</b>	<b>86,482</b>	<b>90,452</b>	<b>85,995</b>
<b>D2-2: Capital Expenditure Commitments</b>				
Not later than one year	12	257	12	257
<b>Total Capital Expenditure Commitments</b>	<b>12</b>	<b>257</b>	<b>12</b>	<b>257</b>
<b>D2-3: Future Screen Commitments*</b>				
Not later than one year	23,539	15,192	-	-
Later than one year and not later than five years	1,478	-	-	-
<b>Total Capital Expenditure Commitments</b>	<b>25,017</b>	<b>15,192</b>	<b>-</b>	<b>-</b>

\*The controlled entity enters into contracts with practitioners from the screen industry for the provision of grant funding. A commitment has been recognised when a contract has been entered into by the entity. Amounts are transferred from a commitment to a liability when the terms, conditions and deliverables as per the contract have been fulfilled by the industry practitioner.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**D3: Financial Risk Disclosures**

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position. The department has the following categories of financial assets and financial liabilities:

**D3-1: Financial Instrument Categories**

	Note	Economic Entity		Parent Entity	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Financial Assets</b>					
Cash and cash equivalents	C1	52,927	52,687	19,653	42,495
Receivables and loans receivable at amortised cost	C2	25,205	30,503	25,548	28,717
<b>Total Financial Assets</b>		<b>78,132</b>	<b>83,190</b>	<b>45,201</b>	<b>71,212</b>
<b>Financial Liabilities</b>					
Payables	C5	21,673	41,113	21,352	44,650
Interest bearing liabilities - QTC borrowings		19,019	22,589	19,019	22,589
<b>Total Financial Liabilities at amortised cost</b>		<b>40,692</b>	<b>63,702</b>	<b>40,371</b>	<b>67,239</b>

**D3-2: Financial Risk Management**

Financial risk management is implemented pursuant to government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

The department measures risk exposure using a variety of methods as follows:

Risk Exposure	Measurement Method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate sensitivity analysis

**Credit Risk**

The department has credit risk exposure through the RFFF loan facility. If a default on a film assistance loan occurs there is potential for the loan to become non-recoverable to SQ.

This credit risk is mitigated through the use of a credit management strategy. The strategy involves the SQ board approving all new loan arrangements after a comprehensive application process and an ongoing monitoring process. All loan arrangements are initially on a secured, fixed term, interest bearing basis (refer C6).

The security is a fixed and floating charge over the assets of the borrower held by SQ.

There is minimal credit risk exposure for all other financial assets. The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of provisions for impairment.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

D3: Financial Risk Disclosures (cont'd)

D3-2: Financial Risk Management

Liquidity Risk

Liquidity risk is the risk that the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or other financial assets.

The department is exposed to liquidity risk in respect of its payables and borrowings from QTC. The borrowings are based on the Queensland Government's gazetted floating rate.

The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due.

This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

Liquidity Risk – Contractual Maturity of Financial Liabilities

The following tables set out the liquidity risk of financial liabilities held by the consolidated entity and the department. They represent the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the statement of financial position that are based on discounted cash flows.

Economic Entity	2019 Contractual Maturity				2018 Contractual Maturity			
	Total	< 1 Year	1-5 Years	> 5 Years	Total	< 1 Year	1-5 Years	> 5 Years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Payables	4,192	4,192	-	-	5,369	5,369	-	-
QTC borrowings	19,327	10,800	8,526	-	23,680	11,130	7,342	5,208
<b>Total</b>	<b>23,519</b>	<b>14,992</b>	<b>8,526</b>	<b>-</b>	<b>29,049</b>	<b>16,499</b>	<b>7,342</b>	<b>5,208</b>

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices.

The department is exposed to interest rate risk through its borrowings from QTC (Note C6).

D3-3: Financial Assets

The collectability of receivables is assessed periodically with provision being made where receivables are impaired. No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts. Settlement of trade debtors is generally required within 30 days from the invoice date and any debts not paid within this settlement period are treated as overdue debts.

The department has not adopted the simplified approach under AASB 9 and measures lifetime expected credit losses on all trade receivables and contract assets using a provision matrix approach as a practical expedient to measure the impairment provision.

The department has assessed each debtor individually for impairment (refer G2-9). No debtors were impaired for 2018-19.

Financial Assets Past Due but Not Impaired

	Economic Entity Overdue					Parent Entity Overdue				
	Less than 30 Days	30 - 60 Days	61-90 Days	More than 90 Days	Total	Less than 30 Days	30 - 60 Days	61-90 Days	More than 90 Days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets										
2019	-	-	-	3	3	-	-	-	3	3
2018	126	1	22	3	152	126	1	21	3	151

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

D3: Financial Risk Disclosures (cont'd)

D3-4: Fair Value

All financial assets and liabilities are measured at cost. The fair value of borrowings is notified by QTC and is calculated using a weighted average rate. For the year ended 30 June 2019, the weighted average borrowing rate was 2.15% (2.39% for 2018), ranging from 1.59% to 3.09%. (2.01% to 3.09% for 2018).

	Economic Entity				Parent Entity			
	2019		2018		2019		2018	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>								
Loans receivable	18,120	18,120	23,001	23,001	19,019	19,148	22,589	21,612
<b>Total</b>	<b>18,120</b>	<b>18,120</b>	<b>23,001</b>	<b>23,001</b>	<b>19,019</b>	<b>19,148</b>	<b>22,589</b>	<b>21,612</b>
<b>Financial Liabilities</b>								
Interest-bearing liabilities	19,019	19,148	22,589	22,612	19,019	19,148	22,589	22,612
<b>Total</b>	<b>19,019</b>	<b>19,148</b>	<b>22,589</b>	<b>22,612</b>	<b>19,019</b>	<b>19,148</b>	<b>22,589</b>	<b>22,612</b>

Refer to note C2 with respect to existing loan arrangements between the department and controlled entity. Loans receivable are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

During the year the controlled entity changed its accounting policy with respect to loans and receivables. The measure was changed from fair value to amortised cost. This change did not have a material impact on the financial statements.

D4: Events Occurring after Balance Date

There are no matters of significance to the financial statements which occurred after 30 June 2019.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Section E: Notes about our Performance compared to Budget**

**E1: Budget to Actual Comparison – Statement of Comprehensive Income**

	Variance	Budget	Actual	Variance
	Notes	2019	2019	2019
		\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>				
Appropriation revenue	1	107,172	116,419	9,247
User charges and fees		3,271	3,400	129
Grants and other contributions	2	1,436	8,512	7,076
Other revenue	3	4,491	7,155	2,664
<b>Total Income from Continuing Operations</b>		<b>116,370</b>	<b>135,486</b>	<b>19,116</b>
<b>Expenses from Continuing Operations</b>				
Employee expenses		55,321	54,447	(874)
Supplies and services		33,141	33,190	49
Grants and subsidies	4	22,167	33,432	11,265
Depreciation and amortisation		548	340	(208)
Other expenses	5	5,193	14,077	8,884
<b>Total Expenses from Continuing Operations</b>		<b>116,370</b>	<b>135,486</b>	<b>19,116</b>
<b>Total Comprehensive Income</b>		<b>-</b>	<b>-</b>	<b>-</b>

1. The variance is primarily due to deferrals from prior year for limited life projects (\$4.588M), additional funding provided through the Mid-Year Economic Fiscal Review (\$5.705M) for Screen Queensland and deferral from the prior financial year (\$6.054M), the Criminal Justice Reform Framework (\$1.966M), Safer Communities Grants Program (\$2.0M), reimbursement for the State's flood litigation (\$3.078M) and straight lining amortisation of departmental leasing arrangements (\$1.224M), offset by transfers to other departments for the Social Cohesion program (\$2.932M) and the State's response to the drought and the strawberry tampering incident (\$2.0M), and deferrals into future years for limited life projects (\$5.347M), Premier's Outback Events program (\$0.955M) along with the Events sponsorship fund (\$4.174M). Collectively, these items represent \$9.207M of the variance.
2. The variance is primarily due to the receipt of unbudgeted Federal grant funding to support the completion of Anzac Centenary legacy projects. This represents \$7.164M of the variance.
3. The variance is primarily due to the higher than anticipated sponsorship received for community events (\$1.108M), the return of a Production Attraction Strategy Grant (\$1.250M), the receipt of archiving services free of charge (\$0.776M), unbudgeted temporary accommodation charges (\$0.212M), offset by lower than budgeted revenue from the Policy Futures Graduate Program (\$0.693M). Collectively, these amounts represent \$2.653M of the variance.
4. The variance is primarily due to additional funding provided for the Production Attraction Strategy post budget through the Mid-Year Fiscal Economic Review (\$5.705M) and end of financial year deferral (\$6.054M) and is offset by lower grants provided under the Veterans Memorial Grant Program (\$0.400M). This represents \$11.359M of the variance.
5. The increase is primarily due to unbudgeted appropriation funding payable (\$10.948M) to the Consolidated Fund in accordance with the Accounting Standard AASB1004, primarily due to projects and initiatives that were impacted by unforeseen delays in development. This was offset by timing of sponsorship commitments for the Event Sponsorship Fund (\$2.151M) and savings in sponsorships administered by the Anzac Centenary Co-ordination Program (\$0.148M) which ceased as at 30 June 2019. This represents \$8.649M of the variance.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

E2: Budget to Actual Comparison – Statement of Financial Position

	Variance	Budget	Actual	Variance
	Notes	2019	2019	2019
		\$'000	\$'000	\$'000
<b>Current Assets</b>				
Cash and cash equivalents	6	3,893	19,653	15,760
Receivables and loans receivable	7	5,932	13,979	8,047
Other		588	240	(348)
<b>Total Current Assets</b>		<b>10,413</b>	<b>33,872</b>	<b>23,459</b>
<b>Non-current Assets</b>				
Receivables and loans receivable	8	20,777	11,569	(9,208)
Intangible assets	9	2,394	2,630	236
Property, plant and equipment	10	2,917	156	(2,761)
<b>Total Non-current Assets</b>		<b>26,088</b>	<b>14,355</b>	<b>(11,733)</b>
<b>Total Assets</b>		<b>36,501</b>	<b>48,227</b>	<b>11,726</b>
<b>Current Liabilities</b>				
Payables	11	3,606	18,030	14,424
Interest-bearing liabilities	7	1,715	10,772	9,057
Accrued employee benefits		2,243	2,361	118
Unearned Revenue		29	876	847
<b>Total Current Liabilities</b>		<b>7,593</b>	<b>32,039</b>	<b>24,446</b>
<b>Non-current Liabilities</b>				
Payables	12	813	3,322	2,509
Interest-bearing liabilities	8	20,777	8,247	(12,530)
Unearned Revenue		-	99	99
<b>Total Non-current Liabilities</b>		<b>21,590</b>	<b>11,668</b>	<b>(9,922)</b>
<b>Total Liabilities</b>		<b>29,183</b>	<b>43,707</b>	<b>14,524</b>
<b>Net Assets</b>		<b>7,318</b>	<b>4,520</b>	<b>(2,798)</b>
<b>Equity</b>				
Accumulated surplus/deficit		7,318	4,520	(2,798)
<b>Total Equity</b>		<b>7,318</b>	<b>4,520</b>	<b>(2,798)</b>

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**E2: Budget to Actual Comparison – Statement of Financial Position (cont'd)**

6. The increase is primarily due to the receipt of grant funding from the Federal Government (\$6.074M) and appropriation received but not spent and classified as repayable to the Consolidated Fund (\$10.948M). Collectively this represents \$17.022M of the variance.
7. The increase is due to the extension of a Revolving Film Finance Fund production loans (\$9.056M) now due for repayment in 2019-20.
8. The decrease is primarily due to the re-classification of Revolving Film Finance Fund loans due for repayment in 2019-20.
9. The increase is primarily due to the ongoing investment in IT systems including work in progress as at 30 June of \$0.144M.
10. The decrease is primarily due to the transfer of completed Anzac Legacy Projects to Arts Queensland (\$2.798M).
11. The increase is primarily due to recognising amounts payable to the Consolidated Fund for 2018-19 appropriation budget for end of year deferral (\$10.948M), straight line amortisation of department lease agreements (\$1.224M) and increased grants and subsidies payable (\$2.508M) primarily associated with Anzac Square projects. Collectively this represents \$14.68M of the variance.
12. The increase is due to the effect of accounting for departmental lease agreements in accordance with Financial Reporting Requirements and Australian Accounting Standards.



Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

E3: Budget to Actual Comparison – Statement of Cash Flows

	Variance	Budget 2019	Actual 2019	Variance
	Notes	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>				
<i>Inflows:</i>				
Service appropriation receipts	13	107,006	92,243	(14,763)
User charges and fees	14	3,343	4,039	696
Grants and other contributions	15	1,436	7,421	5,985
Interest receipts		-	409	409
GST input tax credits from ATO		3,207	4,889	1,682
GST collected from customers		-	1,086	1,086
Other	16	4,091	8,193	4,102
<i>Outflows:</i>				
Employee expenses		(55,442)	(54,601)	841
Supplies and services		(36,056)	(32,550)	3,506
Grants and subsidies	17	(22,337)	(42,210)	(19,873)
Finance/borrowing costs		-	(409)	(409)
GST paid to suppliers		(3,207)	(4,737)	(1,530)
GST remitted to ATO		(72)	(919)	(847)
Other	18	(1,586)	(2,439)	(853)
<b>Net cash provided by operating activities</b>		<b>383</b>	<b>(19,585)</b>	<b>(19,968)</b>
<b>Cash flows from investing activities</b>				
<i>Inflows:</i>				
Loans and advances redeemed	19	15,789	6,777	(9,012)
<i>Outflows:</i>				
Payments for property, plant and equipment		-	(6)	(6)
Payments for intangibles		(597)	(453)	144
Loans and advances made	19	(15,000)	(2,798)	12,202
<b>Net cash used in investing activities</b>		<b>192</b>	<b>3,520</b>	<b>3,328</b>
<b>Cash flows from financing activities</b>				
<i>Inflows:</i>				
Proceeds from borrowings	19	15,000	2,798	(12,202)
<i>Outflows:</i>				
Borrowing redemptions	19	(15,789)	(6,777)	9,012
<b>Net cash provided by financing activities</b>		<b>(789)</b>	<b>(3,979)</b>	<b>(3,190)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(214)</b>	<b>(20,044)</b>	<b>(19,830)</b>
Cash and cash equivalents at beginning of financial year		4,107	42,495	38,388
Equity adjustment to other agency		-	(2,798)	(2,798)
<b>Cash and cash equivalents at end of financial year</b>		<b>3,893</b>	<b>19,653</b>	<b>15,760</b>

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**E3: Budget to Actual Comparison – Statement of Cash Flows (cont'd)**

13. The variance is primarily due to deferral of multiple limited life initiatives (\$14.3M), reallocation of Anzac Centenary Commemoration Program (\$6.93M), lapsing of Commission of Inquiry legal funding (\$1.855M), transfer of funding to other agencies to assist with Drought Initiatives and Social Cohesion (\$6.485M), offset by additional funding for Screen Queensland, Safer Communities Grant Program, Flood Litigation cost recovery and Criminal Justice Reforms (\$15.451M).
14. The increase is primarily due to a higher level of accrued revenue recorded in 2017-18 that resulted in increased cash inflows in 2018-19 (\$0.617M) as well as an increase in user charges for the Department.
15. This variance is primarily due to receipt of the full amount of the Commonwealth Grant funding which was not part of the budget estimate due to the funding agreement not being executed at the time of the budget.
16. This increase is primarily due to higher than budgeted sponsorship received along with additional receipts from the Policy Graduate Program placements.
17. The variance is due to additional funding provided for the Production Attraction Strategy through the Mid-year Fiscal Economic Review and paid this year, offset by lower grants provided through the Veterans Memorial Grant Program.
18. The increase is primarily associated with higher than budgeted sponsorship outgoings for 2018-19.
19. The decrease in cash received for loans is due to the extension of a Revolving Film Finance Fund production loans (\$9.056M) now due for repayment in 2019-20 and lower than anticipated loan drawdowns (\$12.2M) during 2018-19.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Section F: Notes about our Administered Activities**

The department administers, but does not control, certain activities on behalf of the government. In doing so, it has responsibility for administering those activities (and related transactions and balances) efficiently and effectively, but does not have the discretion to deploy those resources for the achievement of the department's own objectives.

**F1: Schedule of Administered Income, Expenses, Assets and Liabilities**

**F1-1: 2018-19 Financial Information**

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Trade and Investment Queensland	Screen Queensland	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Administered Revenues</b>					
Appropriation revenue (Note F1-4)	49,574	150	40,585	23,631	113,940
Other revenue	42	-	-	-	42
<b>Total Administered Revenues</b>	<b>49,616</b>	<b>150</b>	<b>40,585</b>	<b>23,631</b>	<b>113,982</b>
<b>Administered Expenses</b>					
Employee expenses	30,334	129	-	-	30,463
Supplies and services	18,963	-	-	-	18,963
Grants and subsidies (Note F1-3)	-	-	40,585	23,631	64,216
Depreciation and amortisation	225	-	-	-	225
Other expenses	94	-	-	-	94
<b>Total Administered Expenses</b>	<b>49,616</b>	<b>129</b>	<b>40,585</b>	<b>23,631</b>	<b>113,961</b>
<b>Operating Surplus/(Deficit)</b>	<b>(0)</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>21</b>
<b>Administered Assets</b>					
<b>Current</b>					
Cash and cash equivalents	10,456	164	-	-	10,620
Receivables	482	-	-	-	482
Other current assets	20	-	-	-	20
<b>Total Current Assets</b>	<b>10,958</b>	<b>164</b>	<b>-</b>	<b>-</b>	<b>11,122</b>
<b>Non-current</b>					
Receivables	4,012	-	-	-	4,012
Property, plant and equipment/Intangibles	722	-	-	-	722
<b>Total Non-current Assets</b>	<b>4,734</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,734</b>
<b>Total Assets</b>	<b>15,692</b>	<b>164</b>	<b>-</b>	<b>-</b>	<b>15,856</b>
<b>Administered Liabilities</b>					
<b>Current</b>					
Payables	524	-	-	-	524
Accrued employee benefits	1,466	-	-	-	1,466
<b>Total Current Liabilities</b>	<b>1,990</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,990</b>
<b>Non-current</b>					
Payables	4,012	-	-	-	4,012
Accrued employee benefits	4,862	-	-	-	4,862
<b>Total Non-current Liabilities</b>	<b>8,874</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,874</b>
<b>Total Liabilities</b>	<b>10,864</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,864</b>
<b>Net Administered Assets</b>	<b>4,828</b>	<b>164</b>	<b>-</b>	<b>-</b>	<b>4,992</b>
<b>Total Administered Equity</b>	<b>4,828</b>	<b>164</b>	<b>-</b>	<b>-</b>	<b>4,992</b>

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

F1-2: 2017-18 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Queensland Family and Child Commission	Arts Queensland	Trade and Investment Queensland	Screen Queensland	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Administered Revenues</b>							
Appropriation revenue (Note F1-4)	52,510	150	6,379	58,863	16,604	6,800	141,306
Other revenue	16	-	-	-	-	-	16
<b>Total Administered Revenues</b>	<b>52,526</b>	<b>150</b>	<b>6,379</b>	<b>58,863</b>	<b>16,604</b>	<b>6,800</b>	<b>141,322</b>
<b>Administered Expenses</b>							
Employee expenses	33,068	127	-	-	-	-	33,195
Supplies and services	18,835	-	-	-	-	-	18,835
Grants and subsidies (Note F1-3)	-	-	6,226	58,863	16,604	4,400	86,093
Depreciation and amortisation	355	-	-	-	-	-	355
Other expenses	268	-	342	-	-	2,400	3,010
<b>Total Administered Expenses</b>	<b>52,526</b>	<b>127</b>	<b>6,568</b>	<b>58,863</b>	<b>16,604</b>	<b>6,800</b>	<b>141,488</b>
<b>Operating Surplus/(Deficit)</b>	<b>-</b>	<b>23</b>	<b>(189)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(166)</b>
<b>Administered Assets</b>							
<b>Current</b>							
Cash and cash equivalents	8,558	143	(153)	-	-	2,400	10,948
Receivables	2,654	-	153	-	259	-	3,066
Other current assets	23	-	-	-	-	-	23
<b>Total Current Assets</b>	<b>11,235</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>259</b>	<b>2,400</b>	<b>14,037</b>
<b>Non-current</b>							
Receivables	2,576	-	-	-	-	-	2,576
Property, plant and equipment/Intangibles	914	-	-	-	-	-	914
<b>Total Non-current Assets</b>	<b>3,490</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,490</b>
<b>Total Assets</b>	<b>14,725</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>259</b>	<b>2,400</b>	<b>17,527</b>
<b>Administered Liabilities</b>							
<b>Current</b>							
Payables	1,477	-	-	-	259	2,400	4,136
Accrued employee benefits	1,441	-	-	-	-	-	1,441
<b>Total Current Liabilities</b>	<b>2,918</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>259</b>	<b>2,400</b>	<b>5,577</b>
<b>Non-current</b>							
Payables	2,576	-	-	-	-	-	2,576
Accrued employee benefits	4,401	-	-	-	-	-	4,401
<b>Total Non-current Liabilities</b>	<b>6,977</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,977</b>
<b>Total Liabilities</b>	<b>9,895</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>259</b>	<b>2,400</b>	<b>12,554</b>
<b>Net Administered Assets</b>	<b>4,830</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,973</b>
<b>Total Administered Equity</b>	<b>4,830</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,973</b>

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

<b>F1-3: Grants and subsidies were paid to the following entities:</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Queensland Family and Child Commission	-	6,226
Trade Investment Queensland	40,585	16,604
Queensland Art Gallery	-	16,235
Queensland Museum	-	19,716
Queensland Performing Art Trust	-	4,260
Queensland Theatre	-	1,300
Screen Queensland - Pre MoG (through Arts Queensland)	-	17,352
Screen Queensland - Post MoG	23,631	4,400
<b>Total Grants and subsidies</b>	<b>64,216</b>	<b>86,093</b>

**F1-4: Reconciliation of Payments from Consolidated Fund to Administered Revenue**

Budgeted appropriation	123,127	161,540
Transfers from/(to) other departments - redistribution of public business	-	(20,979)
Lapsed appropriation	(10,345)	(4,498)
<b>Total Administered Receipts</b>	<b>112,782</b>	<b>136,063</b>
Less: Opening balance of current appropriation receivable	(2,477)	-
Plus: Closing balance of departmental services revenue receivable		2,477
Less: Opening balance of non-current appropriation receivable	(2,576)	-
Plus: Closing balance of non-current appropriation receivable	4,012	2,576
Plus: Opening balance of deferred appropriation payable	2,400	190
Less: Closing balance of deferred appropriation payable	(201)	(2,400)
<b>Net Administered Appropriation Revenue</b>	<b>113,940</b>	<b>138,906</b>
Plus: Deferred appropriation refundable to Consolidated Fund (expenses)	-	2,400
<b>Appropriation Revenue recognised in the Statement of Comprehensive Income</b>	<b>113,940</b>	<b>141,306</b>

**F1-5: Significant Accounting Policy**

These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

Relevant significant accounting policies for Administered activities are in line with those stated under the Reporting Entity's notes to the Financial Statements (Refer to note G2).

Queensland Ministerial Handbook ensures the financial accountability of Ministerial Offices and the Leader of Opposition (note A1).

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

F2: Budget to Actual Comparison – Administered Activities

F2-1: Income and Expenses		Budget	Actual	Variance
	Variance	2019	2019	2019
	Notes	\$'000	\$'000	\$'000
<b>Administered Revenues</b>				
Appropriation revenue		123,127	113,940	(9,187)
Other revenue		-	42	42
<b>Total Administered Revenues</b>		<b>123,127</b>	<b>113,982</b>	<b>(9,187)</b>
<b>Administered Expenses</b>				
Employee expenses	1	33,612	30,463	(3,149)
Supplies and services		18,759	18,963	204
Grants and subsidies		70,167	64,216	(5,951)
Depreciation and amortisation		424	225	(199)
Other expenses		165	94	(71)
<b>Total Administered Expenses</b>		<b>123,127</b>	<b>113,961</b>	<b>(9,166)</b>
<b>Operating Surplus/(Deficit)</b>		<b>-</b>	<b>21</b>	<b>(21)</b>

1. A decrease in actual employee related expenses due to short term vacancies in Ministerial and Leader of the Opposition Offices.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

F2: Budget to Actual Comparison – Administered Activities (cont'd)

F2-2: Assets and Liabilities	Variance Notes	Budget	Actual	Variance
		2019	2019	2019
		\$'000	\$'000	\$'000
<b>Administered Assets</b>				
<b>Current</b>				
Cash and cash equivalents	2	8,612	10,620	2,008
Receivables	3	1,141	482	(659)
Other current assets		26	20	(6)
<b>Total Current Assets</b>		<b>9,779</b>	<b>11,122</b>	<b>1,343</b>
<b>Non-current</b>				
Receivables	3	-	4,012	4,012
Property, plant and equipment/Intangibles		1,064	722	(342)
<b>Total Non-current Assets</b>		<b>1,064</b>	<b>4,734</b>	<b>3,670</b>
<b>Total Assets</b>		<b>10,843</b>	<b>15,856</b>	<b>5,013</b>
<b>Administered Liabilities</b>				
<b>Current</b>				
Payables	4	1,600	524	(1,076)
Accrued employee benefits	5	2,422	1,466	(956)
<b>Total Current Liabilities</b>		<b>4,022</b>	<b>1,990</b>	<b>(2,032)</b>
<b>Non-current</b>				
Payables	4	994	4,012	3,018
Accrued employee benefits	5	687	4,862	4,175
<b>Total Non-current Liabilities</b>		<b>1,681</b>	<b>8,874</b>	<b>7,193</b>
<b>Total Liabilities</b>		<b>5,703</b>	<b>10,864</b>	<b>5,161</b>
<b>Net Administered Assets</b>		<b>5,140</b>	<b>4,992</b>	<b>(148)</b>
<b>Total Administered Equity</b>		<b>5,140</b>	<b>4,992</b>	<b>(148)</b>

2. An increase in cash primarily due to receipt of funds for asset upgrades deferred to 2019-20 and future years.
3. The increase is due to the straight-line accounting policy for lease arrangements in accordance with Financial Reporting Requirements and Australian Accounting Standards.
4. Lower payables due to improved creditor management of year end trade creditors.
5. Reclassification of provisions for severance payments to non-current liabilities and recognising future severance obligations.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Section G: Other Information**

**G1: Key Management Personnel (KMP)**

**G1-1: Details of Key Management Personnel**

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Premier and Minister for Trade.

The following details for non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2018-2019 and 2017-2018. Further information on these positions can be found in the body of the Annual Report.

Position	Responsibilities
Director-General	The Director-General leads the efficient, effective and economic administration of the Department of the Premier and Cabinet.
Deputy Director-General, Policy	The Deputy Director-General, Policy leads and facilitates policy advice and the development of evidence-based policy and whole-of-government coordination to drive change and deliver outcomes across government. The position also provides detailed briefings to the Director-General and Premier on complex policy matters, from design and development through to implementation.
Deputy Director-General, Corporate and Government Services	The Deputy Director-General, Corporate and Government Services is responsible for the daily operations of the department, and leads the operating strategy for the department to enable robust governance structures and effective and responsive corporate service delivery. The position also provides key advice to the Director-General and to the Premier on complex constitutional, legal, executive government and public administration matters.
Deputy Director-General, Strategy and Engagement	The Deputy Director-General, Strategy and Engagement leads, directs and coordinates policy at a strategic level, supplies executive management support to the Director-General in developing and coordinating strategic policy across government, and is responsible for leading intergovernmental relations between the Commonwealth and the State. Strategy and Engagement Division also leads whole of government sponsorships and communication activities, as well as manages and coordinates events including State occasions, official visits and functions; and supports enhanced regional stakeholder engagement through the Regional Office initiative.
Queensland Parliamentary Counsel	The Queensland Parliamentary Counsel leads the efficient, effective and economic administration of the Office of the Queensland Parliamentary Counsel.
Cabinet Secretary	The Cabinet Secretary provides support to the Premier and Cabinet, including managing and coordinating all procedural and operational services for Cabinet and its related functions. The position is the custodian of the Cabinet record and provides logistical support for Cabinet related elements of the Governing from the Regions program. The position also oversees the Queensland Government Performance Management Framework, monitoring and reporting on the Government's priorities and commitments.
Executive Director, Departmental and Customer Liaison Officer	The Executive Director manages the Office of the Director-General.
Deputy Director-General, Arts Queensland*	The Deputy Director-General, Arts Queensland is responsible for the efficient, effective and economic administration of Arts Queensland. Arts Queensland was transferred out as a result of Machinery-of-Government changes effective from 1 January 2018.

\*Position did not form part of the Corporate Governance Group after the date stated in the table. Accordingly no remuneration beyond this date has been included in Note G1-4 Non-Ministerial KMP Performance Remuneration Expense.



**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**G1-2: Related Party Transactions**

**Transactions with people/entities related to KMP**

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Transactions with related parties of the entity have occurred within normal customer or supplier relationships on terms and conditions no more favourable than those which it is reasonable to expect the entity would have entered into on an arm's-length basis. No KMP related party transactions were entered into during the financial year.

**Transactions with other Queensland Government-controlled entities**

The department's primary ongoing sources of funding from Government for its services are appropriation revenue (Note B1-1) and equity injections (Note C9), both of which are provided in cash via Queensland Treasury.

The entity transacts with other Queensland Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. Where transactions with other Queensland Government controlled entities are considered individually significant or material, these have been disclosed as related party transactions in the relevant notes as follows:

Note B1-2: User Charges and Fees  
Note B2-2: Supplies and Services  
Note B2-3: Grants and Subsidies  
Note C2: Receivables and Loans Receivable  
Note C6: Interest-Bearing Liabilities

**G1-3: KMP Remuneration Policies**

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration for the department's other KMP is set by the Queensland Public Service Commission as provided under *the Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Remuneration expenses for KMP comprise the following components:

1. Short term employee expenses which include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position;
  - non-monetary benefits - consisting of provision of minor benefits together with fringe benefits tax applicable to the benefit.
2. Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
3. Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

There were nil termination benefits in 2018-19 (nil in 2017-18).

The remuneration package for the Director-General or other KMP does not provide for any performance or bonus payments.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**G1-4: Non-Ministerial KMP Performance Remuneration Expense**

Disclosures provided focus on the net expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

Position (Classification)	Employee Expenses							Total
	Financial Year	Short Term		Long Term		Post	Total	
		Monetary Expenses \$'000	Non-Monetary Benefits \$'000	Monetary Expenses \$'000	Non-Monetary Benefits \$'000			
Acting Director-General (CEO) (from 13 Feb 2019 to 30 June 2019)	2018-19	226	3	4	27	260		
Director-General (CEO) (To 12 March 2019)	2018-19	397	7	9	57	470		
	2017-18	654	11	13	77	755		
Deputy Director-General, Policy (CEO)	2018-19	361	11	7	30	409		
	2017-18	40	-	1	3	44		
Deputy Director-General, Policy (CEO) (To 26 Jan 2018)	2017-18	213	-	4	20	237		
Deputy Director-General, Corporate and Government Services (SES4)	2018-19	244	11	5	29	289		
	2017-18	260	11	5	28	304		
Deputy Director-General, Strategy and Engagement (SES4)	2018-19	256	11	5	27	299		
	2017-18	235	13	5	27	280		
Queensland Parliamentary Counsel (CEO) (13 October 2018 to 30 June 2019)	2018-19	226	8	5	27	266		
Acting Queensland Parliamentary Counsel (CEO) (16 July 2018 to 21 September 2018)	2018-19	68	2	1	5	76		
Queensland Parliamentary Counsel (CEO) (To 22 June 2018)	2017-18	309	11	6	38	364		
Cabinet Secretary (SES3)	2018-19	234	11	5	20	270		
	2017-18	237	11	5	25	278		
Executive Director, Departmental and Customer Liaison Office (SES2)	2018-19	189	11	4	21	225		
	2017-18	188	11	4	19	222		
Deputy Director-General, Arts Queensland (SES4) (To 31 Dec 2017) (G1-1)	2017-18	125	-	3	13	141		
<b>Total Remuneration</b>	<b>2018-19</b>	<b>2,201</b>	<b>75</b>	<b>45</b>	<b>243</b>	<b>2,564</b>		
	<b>2017-18</b>	<b>2,261</b>	<b>68</b>	<b>46</b>	<b>250</b>	<b>2,624</b>		

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**G2: Basis of Financial Statement Preparation**

**G2-1: General Information**

The Department of the Premier and Cabinet is a Queensland Government Department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The head office and principal place of business of the department is 1 William Street, Brisbane QLD 4000. These financial statements cover the Department of the Premier and Cabinet and its controlled entity and are authorised for issue by the Director-General and the Chief Finance Officer at the date of signing the Management Certificate. For information in relation to the department's financial report please call (07) 3003 9218, email [premiers.master@premiers.qld.gov.au](mailto:premiers.master@premiers.qld.gov.au) or visit the departmental internet site [www.premiers.qld.gov.au](http://www.premiers.qld.gov.au).

**G2-2: Compliance with the Prescribed Requirements**

The Department of the Premier and Cabinet has prepared these financial statements:

- In compliance with section 42 of the *Financial and Performance Management Standard 2009*
- In accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities requirements
- In accordance with the minimum reporting requirements mentioned in the Financial Reporting Requirements for Queensland Government agencies for reporting periods beginning on or after 1 July 2018
- On an accrual basis (except for the statement of cash flows which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities

**G2-3: Presentation**

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is less than \$500 to zero.

Comparative information reflects the audited 2017-18 financial statements.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as 'non-current'.

**G2-4: Taxation**

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department. Any GST credits receivable from, or GST payable to the ATO, are recognised in the statement of financial position, refer note C2.

The department (excluding controlled entity) is exempted from Queensland payroll tax. This exemption applies to Queensland Government Departments (excluding commercialised business units) effective from 1 July 2014. The controlled entity is not exempt from Queensland payroll tax.

**G2-5: The Reporting Entity**

The consolidated financial statements include all income, expenses, assets, liabilities and equity of the 'economic entity' comprising the department and the entity it controls. All transactions and balances internal to the economic entity have been eliminated in full.

The Parent Entity financial statements include all income, expenses, assets, liabilities and equity of the department only.

**G2-6: Controlled Entities**

Screen Queensland Pty Ltd (SQ) is a controlled entity of the department and forms part of the economic entity. SQ was incorporated in the State of Queensland and is limited by shares held beneficially by the State of Queensland. Its principal activities during the course of the year were the facilitation of the development, promotion and enhancement of the film production industry, and film culture and presentation of film and film-related events in Queensland. The share capital of SQ consists of one fully paid share to the value of \$10 and is held by the department on behalf of the State of Queensland.

The auditor for the department and its controlled entity is the Auditor-General of Queensland.

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**G2-6: Controlled Entities (cont'd)**

The controlled entity is a reporting entity in its own right and the audited financial statements is included in their annual report. A summary of the audited financial information is as follows:

	2019	2018
	\$'000	\$'000
Total income	47,377	27,744
Total expenses	<u>27,462</u>	<u>27,700</u>
<b>Total comprehensive income</b>	<b><u>19,915</u></b>	<b><u>44</u></b>
Total assets	54,815	38,598
Total liabilities	<u>19,503</u>	<u>23,201</u>
<b>Net assets</b>	<b><u>35,312</u></b>	<b><u>15,397</u></b>

**G2-7: Accounting Estimates and Judgement**

Reference should be made to the respective notes for more information on critical judgements, estimates and assumptions about the estimated uncertainty and the potential this could have to materially impact on the carrying amount of the department's assets and liabilities in the next reporting period. These are as follows:

Note C3: Intangible Assets. Amortisation expense and impairment

Note C4: Property, plant and equipment. Depreciation expense and impairment

The value of goods and services received free or below fair value have been reflected in the department's financial results if the value of the goods and services can be reliably determined and the goods and services would have been purchased if not donated.

**G2-8: Basis of Measurement**

Historical cost is used as the measurement basis in this financial statements.

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

**G2-9: First Year Application of New Accounting Standards or Change in Accounting Policy**

The department and its controlled entity did not voluntarily change any of its accounting policies during 2018-19.

**Accounting Standards Early Adopted**

No Australian Accounting Standards have been early adopted for 2018-19.

**Accounting Standards Applied for the First Time**

AASB 9 *Financial Instruments* became applicable for the first time in 2018-19.

AASB 9 addresses recognition, classification, and measurement and de-recognition of financial assets and financial liabilities, impairment of financial assets, hybrid contracts, and hedging.

The following summarises the impact of AASB 9 on the department and its controlled entity:

- There is no change in either the classification or valuation of the cash and cash equivalent item.
- Trade receivables continues to be classified and measured at amortised cost.
- The department and controlled entity have not adopted the simplified approach under AASB 9 and measure lifetime expected credit losses on all trade receivables and contract assets using a provision matrix approach as a practical expedient to measure the impairment provision.
- The department's assessment has identified that a significant percentage of the debtors are from other government agencies. Due to the high credit rating and low level of credit risk exposure of government agencies, the department has assessed each debtor individually for impairment (note C2).
- The department makes film assistance loans through its controlled entity, Screen Queensland. These loans meet the Solely Payment of Principal and Interest (SPPI) test under AASB 9 as they constitute a basic lending arrangement. These loans are therefore measured at amortised cost. No loans were impaired at 30 June 2019.
- All financial liabilities listed in Note D3-1 are measured at amortised cost.

**Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**G2-10: Future Impact of Accounting Standards Not Yet Effective**

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

**AASB 1058 Income of Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers**

These standards will first apply to the department for its financial statements from 2019-20.

The objective of AASB 1058 is to establish principles for not-for-profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value, principally to enable a not-for-profit entity to further its objectives and the receipt of volunteer services. Additionally, the objective of AASB 15 is to establish the principles that an entity should apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer.

AASB 15 introduces a five-step revenue recognition model:

1. Identify the contract;
2. Identify the performance obligations;
3. Determine the transaction price;
4. Allocate the transaction price to the performance obligations; and
5. Recognise revenue progressively as individual performance.

The model specifies that revenue should be recognised when an entity transfers control of goods/services to a customer, at the amount to which the entity expects to be entitled.

The department and its controlled entity have analysed the new revenue recognition requirements under these standards and do not have any revenue agreements with a material impact for the period after 1 July 2019.

The department and its controlled entity will monitor the impact of such contracts subsequently entered into.

**AASB 16 Leases**

This standard will first apply to the department for its financial statements from 2019-20. When applied, the standard supersedes AASB 117 *Leases*, AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*, AASB Interpretation 115 *Operating Leases – Incentives* and AASB Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

Impact for Lessees

Unlike AASB 117 *Leases*, AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing rights to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.

In effect, the majority of operating leases (as defined by the current AASB 117) will be reported on the statement of financial position under AASB 16.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a depreciation expense.

The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the Statement of Comprehensive Income. They will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. The finance cost will be recognised as an expense.

AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. In accordance with Queensland Treasury's policy, the department will apply the 'cumulative approach', and will not need to restate comparative information. Instead, the cumulative effect of applying the standard is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application.

Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**G2-10: First Year Application of New Accounting Standards or Change in Accounting Policy (cont'd)**

Outcome of review as lessee

The department and its controlled entity have completed its review of the impact of adoption of AASB 16 on the statement of financial position and statement of comprehensive income and have identified the following impacts which are outlined below:

- During the 2018-19 financial year, the Department held operating leases under AASB 117 from DHPW for non-specialised, commercial office accommodation through QGAO. The department has been advised by Queensland Treasury and DHPW that, effective 1 July 2019, amendments to the framework agreements that govern QGAO and GEH will result in the above arrangements being exempt from lease accounting under AASB 16. This is due to DHPW having substantive substitution rights over the non-specialised, commercial office accommodation and residential premises assets used within these arrangements. From 2019-20 onwards, costs for these services will continue to be expensed as supplies and services expense when incurred.
- The associated office equipment is also exempted from balance sheet recognition under AASB 16 as substantive substitution rights are met.
- External supplier lease arrangements and other internal-to-government leases are not covered by the exemptions.

Assuming there are no changes to the current leasing arrangement, the estimated right-of-use asset of \$5.735M (DPC nil, SQ \$5.735M) and lease liability of \$5.878M (DPC nil, SQ \$5.878M) will be recognised at the date of initial application.

The department and its controlled entity will continue to assess the impact of any contracts subsequently entered into before the new standard takes effect.

**AASB 1059 Service Concession Arrangements: Grantors**

The department and its controlled entity does not currently have any arrangements that would fall within the scope of AASB 1059.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to the department's activities or have no material impact on the department.

**G3: Machinery-of-Government Changes**

There were no Machinery-of-Government (MoG) changes effecting the department during 2018-19.

In 2017-18 there were MoG changes effective from 1 January 2018, Arts Queensland (AQ) and Corporate Administration Agency (CAA) were transferred to the Department of Environment and Science. These transfers had a financial impact on the department's 2017-18 financial statements. On 13 December 2017, Queensland Government Chief Information Office (QGCIO), One-Stop Shop Strategy and Implementation Office (OSSSIO) and Digital Economy and Productivity (DE&P) were transferred into the department from the Department of Science, Information Technology and Innovation and subsequently were transferred out to the Department of Housing and Public Works on 1 March 2018. These transfers had an impact on the 2017-18 financial statements.

The assets and liabilities that were transferred in and out are summarised below:

Transferred In	One-Stop Shop Strategy and Implementation Office	Queensland Government Chief Information Office	Total	
	\$'000	\$'000	\$'000	
Assets	9,649	506	10,155	
Liabilities	4,216	419	4,635	
<b>Net Assets Transferred</b>	<b>5,433</b>	<b>87</b>	<b>5,520</b>	

Transferred Out	Arts Queensland	Corporate Administration Agency	One-Stop Shop Strategy and Implementation Office	Queensland Government Chief Information Office	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets	796,286	5,269	7,520	379	809,454
Liabilities	24,708	491	2,595	280	28,074
<b>Net Assets Transferred</b>	<b>771,578</b>	<b>4,778</b>	<b>4,925</b>	<b>99</b>	<b>781,380</b>

The full effect of these MoG changes were disclosed in the 2017-18 financial statements with these changes reflected in the comparative disclosure in the 2018-19 financial statements.

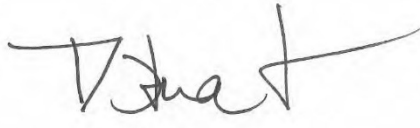
Department of the Premier and Cabinet  
Notes to the Financial Statements  
for the year ended 30 June 2019

**Certificate of the Department of the Premier and Cabinet**

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

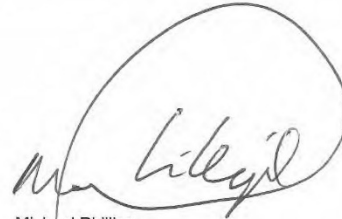
- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of the Premier and Cabinet for the financial year ended 30 June 2019 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under s.8 and s.15 of the *Financial and Performance Management Standard 2009* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Dave Stewart  
Director-General

22 August 2019



Michael Phillips  
A/Chief Finance Officer

22 August 2019

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of the Premier and Cabinet

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of the Department of the Premier and Cabinet (the parent) and its controlled entity (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 30 June 2019, and their financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the statements of financial position and statements of assets and liabilities by major departmental service as at 30 June 2019, the statements of comprehensive income, statements of changes in equity, statements of cash flows and statements of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key audit matters

I have determined that there are no key audit matters to communicate in our report.

#### Responsibilities of the accountable officer for the financial report

The accountable officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the accountable officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.



The accountable officer is also responsible for assessing the parent's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the parent or group or to otherwise cease operations.

#### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

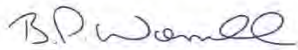
- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the parent's and group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the group.
- Conclude on the appropriateness of the parent's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the Accountable officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

**Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2019:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



Brendan Worrall  
Auditor-General

22 August 2019

Queensland Audit Office  
Brisbane

## Our leaders

### Dave Stewart

#### Director-General

Dave was appointed Director-General of the Department of the Premier and Cabinet (DPC) in February 2015. Prior to this role, he was the Secretary for Transport for New South Wales (NSW), shaping planning, policy and delivery of public transport, roads and freight across NSW.

After a long career in local government and engineering construction in Australia and the United Kingdom, Dave joined the Queensland Government in 2006 as Deputy Coordinator-General within the Department of Infrastructure and Planning, delivering major water and road projects. From June 2008, he was the Director-General of Queensland Transport and then the Department of Transport and Main Roads, overseeing the integration of organisations to a new customer-focused model. His primary responsibility was transport leadership including strategic policy and planning, system stewardship, infrastructure delivery and service delivery.

One of his highlights as the Director-General of DPC has been participating in the community champions program for Aboriginal communities and Torres Strait Islander communities. Through this program, Dave regularly visits gulf communities and assists them to access much needed government services. He is passionate about regional Queensland and engaging directly with residents, business, government and community leaders.

Dave is a civil engineer and holds a Masters degree in Business and a Masters degree in Engineering Science. He completed an executive program at Harvard University looking at private sector involvement in infrastructure delivery. He is a Fellow of Engineers Australia, an Honorary Fellow, Chartered Institute of Transport and Logistics, a Fellow of the Australian Academy of Technology and Engineering, and a Fellow of the Institute of Public Administration Australia.

He is a member of the Trade and Investment Queensland Board, Building Queensland Board, Cross River Rail Development Authority Board, Great Barrier Reef Marine Park Authority and Council of Australian Governments Senior Officials.

### Rachel Hunter

#### Acting Director-General (February to August 2019)

Ms Rachel Hunter is a highly regarded and accomplished Director-General and Chief Executive Officer, having worked across various portfolios.

Her distinguished career includes Director-General roles in a number of Queensland Government departments including Justice and Attorney-General, Education, Training and the Arts and most recently, the Department of State Development, Manufacturing, Infrastructure and Planning. She also served as Queensland's Public Service Commissioner from 2000 to 2003.

Rachel is currently a Deputy Chancellor with Griffith University and serves on the Trade and Investment Queensland Board, the Building Queensland Board and the Cross River Rail Development Authority Board. She has formerly chaired the board of Jobs Queensland, providing industry and evidence-based advice on skills needs and workforce planning, and was also the Chair of Children's Health Queensland.

Much of her career in government has been spent in portfolios with a focus on employment, skills, training, economic growth and resilience. She brings to the role an outcome-focused and values-led leadership style.

## Mark Cridland

### Deputy Director-General, Policy

As Deputy Director-General, Policy, Mark is responsible for leading the Economic, Social, Environment and Policy Futures teams in providing high-level strategic policy advice for the Premier and Cabinet and for the implementation of key government decisions.

Mark is Chair of the Advancing Queensland Industry Attraction Fund Panel and Chair of the Investment Panel that considers Exclusive Transactions. He is co-Chair of The Australia-New Zealand Counter-Terrorism Committee and on the Board for Economic Development Queensland.

Mark is a highly experienced senior executive with more than 28 years of proven leadership and delivery in large and complex government and private sector organisations.

Between 2013 and May 2018, Mark was a senior director and account leader with KPMG Australia where he led significant engagements across Australia covering infrastructure, economic evaluation, governance, performance frameworks and national reforms.

For the decade prior to 2013 Mark held numerous senior executive roles in Queensland and New South Wales governments. This included Deputy Director-General (Policy, Planning and Investment) in the Queensland Department of Transport and Main Roads between 2009 and 2013.

Mark has a passion and commitment to public service. He believes in the role it can play in positively influencing outcomes for all Queenslanders.

## Filly Morgan PSM

### Deputy Director-General, Corporate and Government Services

Filly has more than 25 years' experience in the Queensland public sector. In her current role as Deputy Director-General she leads the delivery of Corporate and Government Services. This includes supporting business before Executive Council, advice on machinery-of-government and constitutional matters, the Anzac Centenary commemoration program, the corporate functions for the department as well as corporate support for Ministerial Offices and the Office of the Leader of the Opposition.

Filly has a broad range of experience in central and line agencies. She has previously worked in senior roles in DPC and the Department of Tourism, Major Events, Small Business and the Commonwealth Games. Filly is a Clerk of the Executive Council, the Queensland representative on the Council for the Order of Australia, and a member of the Audit Committee for the Great Barrier Reef Marine Park Authority. Filly is also an ex-officio member of the Queensland Veterans' Advisory Council.

Filly is a graduate of the Australian Institute of Company Directors and was awarded a Public Service Medal on Australia Day 2018 for outstanding public service through a range of coordination and governance roles in Queensland.

## Tess Bishop

### **Deputy Director-General, Strategy and Engagement**

As Deputy Director-General, Tess leads the Strategy and Engagement Division and is responsible for intergovernmental relations, strategic policy, integrated communications, protocol, and community and regional engagement functions within DPC.

Prior to this role, Tess was a Senior Executive in Queensland Health managing the Office of the Director-General. She has previously held senior positions in the Queensland and Victorian public sector and has experience working in both central and line agencies. Tess's career in government is complemented by her extensive experience in the private sector, including her work with KPMG Europe, where she forged strategic relationships with business and industry stakeholders.

Tess is a graduate of the Australian Institute of Company Directors and the ANZSOG Executive Fellows Program. She also holds a Master of International Relations, a Graduate Diploma in Business Management and a Bachelor of Arts majoring in political science and public policy.

## Christine Castley

### **Acting Deputy Director-General, Criminal Justice System Reform Framework Program Management Office**

Christine has served in multiple senior leadership roles across the Queensland Government, with significant experience in strategic policy, governance, and service delivery. Christine is currently Acting Deputy Director-General in DPC. Prior to this, Christine was Deputy Director-General, Housing, Homelessness and Sport in the Department of Housing and Public Works. In this role, Christine led major reform (including development of the *Queensland Housing Strategy 2017–2027*) and transformation of housing and homelessness services delivered by 1500 staff, managing a \$1.4 billion business and a \$15 billion asset portfolio.

During 2014–2015, Christine led the Secretariat to the Taskforce on Domestic and Family Violence, working closely with the Chair of the Taskforce, the Honourable Dame Quentin Bryce AD CVO, government, opposition and independent Members of Parliament, as well as community sector representatives. Christine has previously worked in a variety of agencies including Natural Resources and Mines, State Development and the Queensland Performing Arts Trust, and has had primary responsibility for developing significant public sector reform, right to information and privacy legislation.

Christine holds a Bachelor of Laws, Bachelor of Arts, Postgraduate Diploma of Arts and Master of Public Administration from the University of Queensland.

## Leighton Craig

### **Cabinet Secretary**

Leighton has more than 22 years' experience in the public sector. In his role as Cabinet Secretary, he heads the team responsible for managing services across the Queensland Government that support the operation of the Cabinet and Cabinet Committees. His team also monitors delivery of government commitments and decisions and supports agencies to implement the Queensland Government Performance Management Framework.

Leighton has worked in a diverse range of policy and project areas within government, including law and justice policy, disaster relief, community engagement on significant infrastructure and Aboriginal and Torres Strait Islander cultural heritage. He has previously headed the legal and constitutional area of DPC and has been a Clerk of the Executive Council since 2010.

Leighton holds a Bachelor of Laws and was admitted as a solicitor of the Supreme Court of Queensland in 1996.

## Tony Keyes

### **Queensland Parliamentary Counsel**

Tony Keyes was appointed as Parliamentary Counsel on 15 October 2018. Tony studied law and arts at the University of Queensland and was admitted as a solicitor of the Supreme Court of Queensland in 1990. Tony has had a long and varied legal career, including private and community-sector practice, policy and investigative work at the Criminal Justice Commission, the Ombudsman's Office and the Law Reform Commission, working in law and justice policy for DPC, and serving for almost 10 years as Senior Deputy Crown Solicitor at Crown Law.

## Sandra Lawson

### **Acting Parliamentary Counsel**

Sandra was appointed Deputy Parliamentary Counsel in August 2018 and has more than 19 years' experience in legislative drafting. She began her drafting career in 1998 at the Parliamentary Counsel Office in New Zealand. Since November 2001, Sandra has worked at OQPC in numerous legislative drafting and management roles. Sandra acted as Queensland Parliamentary Counsel, pending the arrival of the newly appointed Queensland Parliamentary Counsel in October 2018.

## Paul McFadyen

### **Acting Parliamentary Counsel**

Paul was appointed Deputy Parliamentary Counsel in 2014 and has more than 15 years' experience in legislative drafting. Paul acted as Queensland Parliamentary Counsel for several months prior to his retirement in 2018.

## Statutory reports

### Government bodies

As part of the Premier's portfolio, the following bodies provide their annual report as indicated:

Name of body	Constituting	Annual Report arrangements
Anti-Cyberbullying Advisory Committee	Terms of Reference	See Boards and committees section
Domestic and Family Violence Implementation Council	Terms of Reference	See Boards and committees section
Office of the Governor	<i>Constitution of Queensland 2001</i>	Separate Annual Report prepared
Office of the Queensland Parliamentary Counsel	<i>Legislative Standards Act 1992</i>	Included in DPC's Annual Report
Public Service Commission	<i>Public Service Act 2008</i>	Separate Annual Report prepared
Queensland Advisory Committee for the Commemoration of the Anzac Centenary	Terms of Reference	See Boards and committees section
Queensland Audit Office	<i>Auditor-General Act 2009</i>	Separate Annual Report prepared
Queensland Independent Remuneration Tribunal	<i>Queensland Independent Remuneration Tribunal Act 2013</i>	Separate Annual Report prepared and see Boards and committees section
Queensland Integrity Commissioner	<i>Integrity Act 2009</i>	Separate Annual Report prepared
Queensland Plan Ambassadors Council	<i>Queensland Plan Act 2014</i>	See Boards and committees section
Screen Queensland Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and committees section
Trade and Investment Queensland Board	<i>Trade and Investment Queensland Act 2013</i>	Separate Annual Report prepared

## Ministerial and other office holder staff

The *Ministerial and Other Officer Holder Staff Act 2010* provides a discrete framework for the employment of ministerial staff, staff of the Office of the Leader of the Opposition and staff of other non-government Members of Parliament (where determined necessary based on the composition of the Legislative Assembly).

The Director-General of DPC employs these staff on the recommendation of the Premier, the Leader of the Opposition or relevant Member of Parliament respectively.

During 2018–19 there were no staff employed under the Act to support a non-government Member of Parliament other than the Leader of the Opposition.

The Act covers the work performance and conduct of staff members through the inclusion of performance and personal conduct principles, ethics values and a specific provision that staff members are not empowered to direct public servants in their own right.

The Act provides that the Director-General of DPC may issue directives or guidelines about employment matters. In the preceding 12 months there have been no directives issued under the Act.

A total of 320 staff were employed under the Act for the financial year ending 30 June 2019, with 236 staff employed as at 30 June 2019.

## List of legislation

The following legislation is administered through DPC on behalf of the Premier as at 30 June 2019:

*Agent-General for Queensland Act 1975*  
*Assisted Students (Enforcement of Obligations) Act 1951*  
*Auditor-General Act 2009*  
*Australian Constitutions Act 1842 (Imperial)*  
*Australian Constitutions Act 1844 (Imperial)*  
*Australian Waste Lands Act 1855 (Imperial)*  
*Commonwealth Powers (Air Transport) Act 1950T*  
*Constitution Act 1867*  
*Constitution Act Amendment Act 1934*  
*Constitution of Queensland 2001*  
*Constitution (Fixed Term Parliament) Referendum Act 2015*  
*Constitutional Powers (Coastal Waters) Act 1980*  
*Emblems of Queensland Act 2005*  
*Governors (Salary and Pensions) Act 2003*  
*Integrity Act 2009*  
*Legislative Standards Act 1992*  
*Ministerial and Other Office Holder Staff Act 2010*  
*Off-shore Facilities Act 1986*  
*Parliament of Queensland Act 2001*  
*Parliamentary Service Act 1988*  
*Queensland Boundaries Declaratory Act 1982*  
*Queensland Coast Islands Act 1879*  
*Queensland Independent Remuneration Tribunal Act 2013*  
*Queensland International Tourist Centre Agreement Act Repeal Act 1989*  
*Queensland Plan Act 2014*  
*Reprints Act 1992*  
*Senate Elections Act 1960*  
*Statute of Westminster 1931 (Imperial)*  
*Statute of Westminster Adoption Act 1942 (Cth)*  
*Statutory Instruments Act 1992*  
*Trade and Investment Queensland Act 2013* (except to the extent administered by the Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games)



## Boards and committees

Anti-Cyberbullying Advisory Committee					
Act or instrument	The Committee is established administratively with members appointed by letter from the Premier and Minister for Trade. Establishment of the Committee is in accordance with the <i>Adjust our Settings – A community approach to address cyberbullying among children and young people in Queensland Report</i> , recommendation 2.				
Functions	The role of the Committee is to provide advice to Queensland Government on implementation of recommendations from the Taskforce Report – <i>Adjust our Settings</i> , consider development of a high-level evaluation plan and advocate with their communities and organisations the importance of the recommendations in <i>Adjust our Settings</i> .				
Achievements	Between its establishment in February 2019 and 30 June 2019, the Committee has conducted three meetings and provided advice to government agency representatives on a range of issues, including the Tackle Cyberbullying Grants Program, the education and awareness campaigns, evaluation of implementation and policies and processes in educational settings.				
Financial reporting	The Committee's costs are contained within the department's financial statement.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Mr Peter Blake	3	Meeting fee: \$390	N/A	\$854.10
Member	Ms Karyn Healy	3	Meeting fee: \$300	N/A	\$328.50
Member	Ms Emily de la Pena	3	Meeting fee: \$300	N/A	\$328.50
Member	Mr Brent Neale	3	Meeting fee: \$300	N/A	\$0.00
Member	Ms Annika David	2	Meeting fee: \$300	N/A	\$328.50
Member	Ms Eloise Waite	3	Meeting fee: \$300	N/A	\$328.50
Member	Mr Mark Breckenridge	3	Meeting fee: \$300	N/A	\$0.00
No. scheduled meetings/sessions	3				
Total out of pocket expenses	\$69.91				

### Domestic and Family Violence Implementation Council

Act or instrument	The Council is established administratively with members appointed by letter from the Premier and Minister for Trade. Establishment of the Council is in accordance with the <i>Not Now, Not Ever</i> report, recommendation 3.
Functions	The role of the Domestic and Family Violence Implementation Council is to act as an oversight and advocacy body for the implementation of recommendations of the <i>Not Now, Not Ever</i> report and the Domestic and Family Violence Prevention Strategy.
Achievements	Between its establishment on 1 December 2015 and 30 June 2019, the Council has conducted 21 full meetings, including visits to Mount Isa, Toowoomba, Logan, Cairns, Mackay and the Torres Strait, and engaged with stakeholders through a range of out-of-session meetings, events and other activities as part of its oversight and advocacy role.
Financial reporting	The Council's costs are contained within the department's financial statements.

### Remuneration

Position	Name	Meetings/ sessions/ attendance*	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received*
Chair	Kay McGrath	4	\$390 daily	N/A	\$8775
Deputy Chair	Lance Hockridge	4	\$300 daily	N/A	\$0 #
Member	Annabel Taylor	3	\$300 daily	N/A	\$1425
Member	Darren Lockyer	0	\$300 daily	N/A	\$900
Member	Denise Kostowski	3	N/A	N/A	\$0 +
Member	Edward Mosby	3	\$300 daily	N/A	\$2250
Member	Faiza el-Higzi	3	\$300 daily	N/A	\$2025
Member	Ian Leavers	2	\$300 daily	N/A	\$1650
Member	Janette Phelan <i>(resigned 20 February 2019)</i>	2	\$300 daily		\$1200
Member	Kami Liddell	4	\$300 daily	N/A	\$3750
Member	Karyn Walsh	3	\$300 daily	N/A	\$1950
Member	Kathleen Baird	3	\$300 daily	N/A	\$450
Member	Kathryn McMillan	1	\$300 daily	N/A	\$0 ^
Member	Samantha Wild <i>(commenced 7 May 2019)</i>	1	\$300 daily	N/A	\$0 ^
Member	Wendell Rosevear	3	\$300 daily	N/A	\$450
Ex-officio member	Judge Ray Rinaudo Chief Magistrate of Queensland	3	N/A	N/A	\$0 +
Ex-officio member	Department of the Premier and Cabinet	4	N/A	N/A	\$0 +
Ex-officio member	Department of Justice and Attorney-General representative	4	N/A	N/A	\$0 +
Ex-officio member	Queensland Police Service representative	4	N/A	N/A	\$0 +
Ex-officio member	Department of Child Safety, Youth and Women representative	4	N/A	N/A	\$0 +

Table continues over page.

No. scheduled meetings/sessions	<p>Four full Council meetings:</p> <ul style="list-style-type: none"> <li>• 13-14 August 2018 (regional visit to Mackay)</li> <li>• 7 November 2018</li> <li>• 20 February 2019</li> <li>• 23 May 2019.</li> </ul> <p>Council members have participated in a range of other out-of-session events and meetings to engage with government agencies and key stakeholder groups regarding the progress of domestic and family violence reforms including:</p> <ul style="list-style-type: none"> <li>• meeting with health stakeholders – 5 July 2018</li> <li>• meeting with the University of Queensland – 12 July 2018</li> <li>• attended Queensland Male Champions of Change meeting – 8 August 2018</li> <li>• meeting with Department of Housing and Public Works – 13 September 2018</li> <li>• meeting with Queensland Police Service – 21 September 2018</li> <li>• meeting with Department of Aboriginal and Torres Strait Islander Partnerships – 4 October 2018</li> <li>• visit to Charleville with Beyond the Broncos – 13–14 November 2018</li> <li>• meeting with Department of Communities, Disability Services and Seniors and Department of Child Safety, Youth and Women – 19 December 2018</li> <li>• Survivor Open Conversation – 3 May 2019</li> <li>• visit to Thursday Island and Cairns – 16–20 June 2019.</li> </ul>
Total out of pocket expenses	\$680.39

\* Meeting attendance refers to full Council meetings and does not include out-of-session activities. Amounts paid to individual members vary based on attendance at Council meetings, participation in additional stakeholder engagement meetings and activities, and entitlements to 'significant travel fee'. Fees for some activities conducted during the 2017–18 financial year were processed in the 2018–19 financial year.

# Member waived remuneration fees.

+ Member is a public sector employee and is not entitled to remuneration fees.

^ Member did not claim remuneration fees during reporting period.

### Queensland Advisory Committee for the Commemoration of the Anzac Centenary (QACCAC)

Act or instrument	QACCAC was established administratively with members appointed by letter from the Premier and Minister for Trade.
Functions	The role of QACCAC was to oversee the program of activities for the Centenary of the First World War across Queensland and to ensure the contribution made by Queenslanders is recognised with appropriate honour and dignity. QACCAC provided advice to the Premier on how Queensland commemorated the Anzac Centenary between 2014 and 2019.
Achievements	<p>Reviewed and made recommendations on key elements of Queensland's Anzac Centenary commemorative program, such as multimillion-dollar legacy projects and key commemorative events.</p> <p>Provided advice on applications for the Queensland Anzac Centenary community grants programs and sponsorship applications for numerous major commemorative events.</p> <p>Represented QACCAC and the Queensland Government at commemorative events, project launches and other events for community activities that received funding from Queensland's Anzac Centenary commemorative program.</p>
Financial reporting	QACCAC costs are contained within the department's financial statements

### Remuneration

QACCAC members are not remunerated, however they are eligible to claim out of pocket expenses for costs incurred while on official business.

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Chair	Captain Andrew Craig RAN Retd	2	\$0	\$0	\$0
Vice Chair	Colonel Chris Austin	1	\$0	\$0	\$0
Member	Colonel David Smith AM	1	\$0	\$0	\$0
Member	Leanne Cameron	1	\$0	\$0	\$0
Member	Major Ross Eastgate OAM	1	\$0	\$0	\$0
Member	Tony Ferris	2	\$0	\$0	\$0
Member	Alex Garlin	2	\$0	\$0	\$0
Member	Turgut Manli	2	\$0	\$0	\$0
Member	Dr Jim Thompson	1	\$0	\$0	\$0
Member	Danny O'Kearney	2	\$0	\$0	\$0
Member	Bradley Saunders	1	\$0	\$0	\$0
Member	Jason Scanes	2	\$0	\$0	\$0
Member	Andrew King	1	\$0	\$0	\$0
Member	Major General Justin Ellwood DSC (until 4 December 2018)	0	\$0	\$0	\$0
Member	Major General Paul McLachlan (From 5 December 2018)	0	\$0	\$0	\$0
Member	Vicki McDonald	1	\$0	\$0	\$0
Member	Mark Jamieson	0	\$0	\$0	\$0
Ex Officio Member	Deputy Director- General, Corporate and Government Services, Department of the Premier and Cabinet	2	\$0	\$0	\$0
Ex Officio Member	Executive Director, Anzac Centenary Coordination Unit, Department of the Premier and Cabinet	2	\$0	\$0	\$0

Table continues over page.

No. scheduled meetings/sessions	2
Total out of pocket expenses	\$2808.09

Increase in expenses primarily due to travel claims for QACCAC members to attend meetings and official DPC Anzac Centenary commemorative events representing QACCAC and for travel, parking, mileage and printing expenses.

## Queensland Independent Remuneration Tribunal

Act or instrument	<i>Queensland Independent Remuneration Tribunal Act 2013</i>
Functions	The role, functions and responsibilities of the Tribunal are to review remuneration in connection with Members and former Members of the Legislative Assembly, and to make determinations about remuneration (salary, allowances and entitlements). In performing its functions, the Tribunal must act independently, impartially and fairly. The Tribunal is required to provide determinations and written reasons for each determination to the Clerk of the Parliament for tabling in the Legislative Assembly.
Achievements	Achievements are outlined in the Tribunal's Annual Report.
Financial reporting	The Tribunal's costs are contained within the department's financial statements. The Tribunal also prepares its own Annual Report, which was provided to the Clerk of the Parliament and tabled in the Legislative Assembly on 15 July 2019.

## Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Chairperson	Anne Tieman	4	Meeting fee: \$520	N/A	\$2080
Member	Karyn Walsh	4	Meeting fee: \$400	N/A	\$1600
Member	Walter Tutt	4	Meeting fee: \$400	N/A	\$1600
No. scheduled meetings/sessions	4				
Total out of pocket expenses	\$9				

The Secretariat advised this was for a member's parking.

## Queensland Plan Ambassadors Council

Act or instrument	<i>Queensland Plan Act 2014</i>
Functions	<p>The Council fosters community engagement and shared responsibility for achieving the long-term vision and goals of the Queensland Plan. Ambassadors on the Council serve as champions of the Plan and encourage industry, business and community organisations and the general public to continue to strive towards its visions and goals.</p> <p>The Council has a number of key roles: to promote awareness and advocate for the implementation of the Plan, and to advise the Premier and Minister for Trade on matters relating to its implementation.</p>
Achievements	<p>Key achievements of the Council this year include:</p> <ul style="list-style-type: none"> <li>• helping to facilitate the community organisation, Queensland Water and Land Carers, to apply for funding for a network of 50 part-time Landcare Coordinators</li> <li>• meeting five times to discuss significant issues in regional communities, including mental health and well-being, suicide prevention, and response and recovery to natural disasters</li> <li>• contributing to the review of The Queensland Plan.</li> </ul>
Financial reporting	The Council's costs are contained within the department's financial statements.

## Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Chairperson	The Hon. Tony McGrady	5	N/A	N/A	N/A
Deputy Chairperson	Mark Henley	2	N/A	N/A	N/A
Member	Shelley Argent	5	N/A	N/A	N/A
Member	John Cole	4	N/A	N/A	N/A
Member	Daniel Gschwind	4	N/A	N/A	N/A
Member	Karen Tully	5	N/A	N/A	N/A
Member	Leon Yeatman	4	N/A	N/A	N/A
Member	Kate Tully	3	N/A	N/A	N/A
Member	Erin Faithful	2	N/A	N/A	N/A
Member	Allan Dale	5	N/A	N/A	N/A
Member	Taj Pabari	3	N/A	N/A	N/A
Member	Patsy-Ann Fox	1	N/A	N/A	N/A
No. scheduled meetings/sessions	5				
Total out of pocket expenses	\$2919.50				

## Screen Queensland Pty Ltd

Act or instrument	<i>Corporations Act 2001</i> (Cth)
Functions	<p>The objects of Screen Queensland Pty Ltd are:</p> <ul style="list-style-type: none"> <li>to increase the level of film and television production in Queensland</li> <li>to develop and maintain a creative infrastructure in Queensland for the film and television production industry</li> <li>to develop and maintain an active and vibrant screen culture in Queensland</li> <li>to make funding available to members of the domestic and foreign film industry whether through loan, grant, rebate, financial assistance, investment, investment loan or any other form of funding.</li> </ul>
Achievements	<p>Key achievements for 2018–19 include:</p> <ul style="list-style-type: none"> <li>funded 32 film and television screen productions and games, which will generate an estimated \$262 million in direct Queensland Production Expenditure and more than 2600 employment opportunities for Queenslanders. This is the largest annual Queensland Production Expenditure return in Screen Queensland's history</li> <li>the SQRL initiative - a partnership between Screen Queensland, Queensland Rugby League and local production house The Story Boxes to create a landmark documentary series made by an all-women crew and charting the female Queensland Maroons team as they seek Origin glory</li> <li>SBS Shorts Initiative supporting three short-form factual series told by storytelling teams from underrepresented backgrounds focusing on subjects that reflect the diversity of Australian society and culture</li> <li>Premium Drama Development Fund with Stan that has selected three projects for further development in its first year and given a fourth writer the opportunity to work with Stan to create new ideas, with Stan also committing to continue the initiative in 2019–20</li> <li>the inaugural Adaptable program also saw a new partnership forged with the Queensland Writers Centre that connected 25 local authors and their books with 23 producers seeking new material in a curated market day that also included public talks and panels on screen adaptation.</li> </ul>
Financial reporting	Screen Queensland is required to prepare annual financial reports in accordance with the <i>Corporations Act 2001</i> . These financial reports are tabled in the Legislative Assembly. The financial results of Screen Queensland are consolidated in the economic entity of the department.

## Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Chair	Linda Lavarch	8	\$5000 pa	N/A	\$5000
Director	Patricia Heaton	8	\$3000 pa	\$1000 pa	\$3342
Director	Paul Syvret	7	\$3000 pa	\$500 pa	\$3333
Director (from 01/09/18)	Patricia Alner	5	\$3000 pa	\$1000 pa	\$2825
Director (from 01/09/18)	Lynne Benzie	5	\$3000 pa	N/A	\$2500
Director (from 01/09/18)	Sally Robb	5	\$3000 pa	N/A	\$2500
Director (from 01/09/18)	Cathy Hunt	4	\$3000 pa	N/A	\$2500
Director (from 01/09/18)	Kylee Ratz	5	\$3000 pa	N/A	\$2500
Director (from 01/09/18)	Morgan Jaffit	4	\$3000 pa	N/A	\$2500
Director (to 07/05/19)	Chelsea Bond	3	\$3000 pa	\$500 pa	\$2814
Director (to 31/08/18)	Catherine O'Sullivan	1	\$3000 pa	N/A	\$500
Director (to 31/08/18)	Michael Smellie	3	\$3000 pa	N/A	\$500
Director (to 31/08/18)	Takeshi Takada	3	\$3000 pa	N/A	\$500
No. scheduled meetings/sessions	8				
Total out of pocket expenses	\$6047				



## Glossary of terms

<b>AASB</b> Australian Accounting Standards Board	<b>ISO</b> International Standards Organisation
<b>AL</b> Annual Leave	<b>ISSN</b> International Standard Serial Number
<b>ANZAC</b> Australia and New Zealand Army Corps	<b>KPM</b> Key Management Personnel
<b>APES</b> Accounting Professional Ethical Standards	<b>LDeP</b> Legislative Drafting and ePublishing
<b>AQ</b> Arts Queensland	<b>LEaPS</b> Legislation Editing and Publishing Services
<b>ARMC</b> Audit and Risk Management Committee	<b>LSL</b> Long Service Leave
<b>ARRs</b> Annual report requirements for Queensland agencies	<b>MOHRI</b> Minimum Obligatory Human Resources Information
<b>ATO</b> Australian Taxation Office	<b>NSW</b> New South Wales
<b>CAA</b> Corporate Administration Agency	<b>OQPC</b> Office of the Queensland Parliamentary Counsel
<b>CGG</b> Corporate Governance Group	<b>OSSSIO</b> One Stop Shop Strategy and Implementation Office
<b>COAG</b> Council of Australian Governments	<b>PMO</b> Program Management Office
<b>CTH (Cth)</b> Commonwealth	<b>PSC</b> Public Service Commission
<b>DFV</b> Domestic and Family Violence	<b>QAO</b> Queensland Audit Office
<b>DPC</b> Department of the Premier and Cabinet	<b>QGAO</b> Queensland Government Accommodation Office
<b>EBA</b> Enterprise Bargaining Agreement	<b>QGCIO</b> Queensland Government Chief Information Office
<b>eDRMS</b> Electronic Document Records Management System	<b>QGIF</b> Queensland Government Insurance Fund
<b>FAA</b> <i>Financial Accountability Act 2009</i>	<b>QTC</b> Queensland Treasury Corporation
<b>FBT</b> Fringe Benefit Tax	<b>QUILLS</b> Queensland Integrated Legislation Lifecycle System
<b>FPMS</b> <i>Financial and Performance Management Standard 2019</i>	<b>RFFF</b> Revolving Film Finance Fund
<b>FTE</b> Full-time equivalent	<b>SQ</b> Screen Queensland
<b>GST</b> Goods and Services Tax	<b>TIQ</b> Trade and Investment Queensland
<b>ICT</b> Information and communication technology	

Compliance Checklist			
Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</li> </ul>	ARRs – section 7	Letter of compliance
Accessibility	<ul style="list-style-type: none"> <li>Table of contents</li> <li>Glossary</li> </ul>	ARRs – section 9.1	Contents Glossary of terms
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 9.2	Communication objective
	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	Communication objective
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	<i>Copyright Act 1968</i> ARRs – section 9.4	Copyright
	<ul style="list-style-type: none"> <li>Information Licensing</li> </ul>	<i>QGEA – Information Licensing</i> ARRs – section 9.5	Licence
General information	<ul style="list-style-type: none"> <li>Introductory Information</li> <li>Agency role and main functions</li> </ul>	ARRs – section 10.1 ARRs – section 10.2	Director-General's report About the Department Government's objectives for the community List of Legislation
	<ul style="list-style-type: none"> <li>Machinery of Government changes</li> </ul>	ARRs – section 10.2, 31 and 32	(not applicable)
	<ul style="list-style-type: none"> <li>Operating environment</li> </ul>	ARRs – section 10.3	About the Department
Non-financial performance	<ul style="list-style-type: none"> <li>Government's objectives for the community</li> </ul>	ARRs – section 11.1	About the Department Government's objectives for the Community
	<ul style="list-style-type: none"> <li>Other whole-of-government plans / specific initiatives</li> </ul>	ARRs – section 11.2	About the Department Our people
	<ul style="list-style-type: none"> <li>Agency objectives and performance indicators</li> </ul>	ARRs – section 11.3	Policy Advice, and Coordination and Cabinet Support Strategy and Engagement Government Services Office of the Queensland Parliamentary Counsel
	<ul style="list-style-type: none"> <li>Agency service areas and service standards</li> </ul>	ARRs – section 11.4	Policy Advice, and Coordination and Cabinet Support Strategy and Engagement Government Services Office of the Queensland Parliamentary Counsel
Financial performance	<ul style="list-style-type: none"> <li>Summary of financial performance</li> </ul>	ARRs – section 12.1	Financial Summary 2018–19
Governance – management and structure	<ul style="list-style-type: none"> <li>Organisational structure</li> </ul>	ARRs – section 13.1	About the Department
	<ul style="list-style-type: none"> <li>Executive management</li> </ul>	ARRs – section 13.2	Our leaders Corporate Support Functions
	<ul style="list-style-type: none"> <li>Government bodies (statutory bodies and other entities)</li> </ul>	ARRs – section 13.3	Statutory reports

Compliance Checklist			
Summary of requirement		Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> <li>• <b>Public Sector Ethics Act 1994</b></li> </ul>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Our people
	<ul style="list-style-type: none"> <li>• <b>Queensland public service values</b></li> </ul>	ARRs – section 13.5	Our people
<b>Governance – risk management and accountability</b>	<ul style="list-style-type: none"> <li>• <b>Risk management</b></li> </ul>	ARRs – section 14.1	Corporate Support Functions Risk management Audit and Risk Management Committee
	<ul style="list-style-type: none"> <li>• <b>Audit committee</b></li> </ul>	ARRs – section 14.2	Corporate Support Functions Audit and Risk Management Committee
	<ul style="list-style-type: none"> <li>• <b>Internal audit</b></li> </ul>	ARRs – section 14.3	Corporate Support Functions Internal audit
	<ul style="list-style-type: none"> <li>• <b>External scrutiny</b></li> </ul>	ARRs – section 14.4	Corporate Support Functions External scrutiny
	<ul style="list-style-type: none"> <li>• <b>Information systems and recordkeeping</b></li> </ul>	ARRs – section 14.5	Corporate Support Functions
<b>Governance – human resources</b>	<ul style="list-style-type: none"> <li>• <b>Strategic workforce planning and performance</b></li> </ul>	ARRs – section 15.1	Our people
	<ul style="list-style-type: none"> <li>• <b>Early retirement, redundancy and retrenchment</b></li> </ul>	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Our people
<b>Open Data</b>	<ul style="list-style-type: none"> <li>• <b>Statement advising publication of information</b></li> </ul>	ARRs – section 16	Corporate Support Functions Open data
	<ul style="list-style-type: none"> <li>• <b>Consultancies</b></li> </ul>	ARRs – section 33.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>• <b>Overseas travel</b></li> </ul>	ARRs – section 33.2	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>• <b>Queensland Language Services Policy</b></li> </ul>	ARRs – section 33.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
<b>Financial statements</b>	<ul style="list-style-type: none"> <li>• <b>Certification of financial statements</b></li> </ul>	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	Financial statements 2018–19
	<ul style="list-style-type: none"> <li>• <b>Independent Auditor's Report</b></li> </ul>	FAA – section 62 FPMS – section 50 ARRs – section 17.2	Financial statements 2018–19

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

